

## CFAR Adelante Goals and Objectives:

A **Mission** is a single large, overarching societal ideal that a person or organization strives to accomplish.

CFAR Adelante’s mission is:

***“To assist in significantly reducing the burden of suffering caused by HIV in Latinx populations.”***

**Goals** are one or more broad targets that, if met, will help fulfill the larger mission.

One particular Goal in support of the Adelante mission that CFAR Adelante funders, staff, applicants, and awardees all have in common is:

***“To advance culturally responsive NIH-funded HIV research in Latinx populations.”***

**Objectives** are concrete tangible actions that people (either as individuals or as representatives of an organization) take that, if successful, will help achieve a related Mission or Goal. There are multiple types of Objectives, the one most relevant to writing a CFAR Adelante Mentoring Plan is called an Outcome objective.

**SMAART Outcome Objectives** are **S**pecific, **M**easurable, **A**mbitious but **A**chievable, **R**elevant, and **T**ime-bound (SMAART) ways of defining **success** at having achieved a related Mission, Goal, or Objective.

For example, one potential SMAART outcome objective for CFAR Adelante’s goal of advancing culturally responsive NIH-funded HIV research in Latinx populations is:

***“By two years from the end of a given Adelante Cohort’s funded research activities, at least 75% of the Scholars in that cohort whose project generated positive findings will have received at least one new NIH K- or R-level award that focuses on HIV research in Latinx populations, based on those findings.”***

There is a formula for writing a SMAART outcome objective.

A: By [time point X],

B: [description of criteria defining person(s) being assessed]

C: will / will have / will be able to

D: [objectively or subjectively measurable verb – see list of Measurable verbs on p.3]

E: [description of item to be measured]

Using the example above:

	Sentence components	Notes	Applicable SMAART Component
A	By two years ...	<i>This establishes the time point at which it is fair to begin assessment</i>	Time-bound
	... from the end of a given Adelante Cohort’s funded research activities...	<i>This provides additional detail which further defines the time point at which it is fair to begin assessment</i>	Specific, Time-bound
B	... at least 75% of ...	<i>This establishes the lowest percent of people who must be successful at the item to be measured (see section E) before the objective will be considered a success</i>	Ambitious, Achievable
	... the Scholars in that cohort whose project generated positive findings ...	<i>This defines the evaluation’s inclusion criteria</i>	Specific
C	... will have...	<i>[past / present / future tense]</i>	(N/A)
D	... received ...	<i>This is a verb from the list of Measurable Behavioral Verbs (see p. 3)</i>	Measurable

	... at least one ...	<i>This defines the lowest level of accomplishment that an individual being assessed must achieve</i>	Ambitious, Measurable
E	... new NIH K- or R-level award that focus on HIV research in Latinx populations, based on those findings.	<i>This is the item/activity that is being evaluated for success</i>	Relevant, Specific

The example above is SMART because it is:

**S: Specific.** There is nothing vague about this objective. It specifies exactly:

- **who** will be evaluated (Scholars whose CFAR Adelante projects generated positive findings)
- **what** will be measured (whether or not they received new NIH funding that focuses on HIV research in Latinx populations),
- **when** it is fair for measuring for success to begin happening (two years after the end of a given Cohort’s funded Adelante research activities) and
- **how** success at having met the objective will be defined (this Adelante organizational objective will be considered to be a failure unless at least 75% of the people eligible to be assessed have received at least one NIH K- or R-level award based on their Adelante findings).

**M: Measurable.** This Outcome objective describes a task that can be concretely measured for success.

Specifically, anyone can go online and check NIH RePORTer to see if a former CFAR Adelante scholar has or has not been awarded NIH funding that meets the objective’s success criteria. NOTE. It is not required that all SMART objectives be *objectively* measurable. *Subjective* measures such as self-report are permissible in certain circumstances.

**A: Achievable.** This outcome objective is achievable because the bar for success is not set impossibly high.

I.e. by setting the bar for success at 75%, it acknowledges that – for various excellent reasons that may not be predictable in advance – not every eligible individual may receive NIH funding based on their Adelante project within two years.

**A: Ambitious.** This outcome objective is sufficiently ambitious because the bar for success is not set

ridiculously low. While the bar may seem low at first (on the face of it, 75% does not seem like a very ambitious target), within CFAR Adelante 75% translates into 3 out of the 4 people in a given cohort. Plus, the addition of the words “**at least** 75%”) make it clear that we hope to achieve more than  $n=3/4$ .

**R: Relevant.** This Outcome objective is highly relevant to its related Goal (“*To advance culturally responsive NIH-funded HIV research in Latinx populations*”).

**T: Time limited.** This Outcome objective is time-limited because it explicitly specifies the earliest point in time at which it would be reasonable to begin assessing whether the CFAR Adelante program has met this particular objective. Time limitations are always included in well written Outcome objectives in order to prevent assessments from happening before an Outcome objective has a fair chance of being judged a success.

## Measurable Behavioral Verbs

all examples adapted for use by CFAR Adelante applicants from <<http://www.adprima.com/examples.htm>>

Use the verbs below when constructing a Measurable outcome objective:

By [insert date or time frame here] participants will have / will be able to ...

- **Apply a Principle:** E.g., ... investigators will be able to *apply the principle* of the Theory of Reasoned Action to explain why people choose not to use PrEP.
- **Calculate:** E.g., ...investigators will be able to use a sample data set and *calculate* the p-value of a statistical significance test.
- **Classify:** E.g. ...investigators will be able to *classify* at least three examples of prevention methods that fall within specified ranges of cost and availability.
- **Construct:** E.g. ...applicants will be able to *construct* a SMART Outcome objective.
- **Define:** E.g. ...mentees will be able to *define* at least 85% of the Latinx culturally significant terms on the following list: ....
- **Demonstrate:** E.g. ... participants will be able to *demonstrate* the proper method of using male and female condoms.
- **Describe:** E.g. ... study staff will be able to *describe* potential obstacles to implementing the proposed study activities.
- **Distinguish:** E.g. ... participants will be able to *distinguish* between dependent and independent variables.
- **Estimate:** E.g. ...participants will be able to *estimate* the amount of weight a person could lose over the course of one month if they reduced their food intake by 200 calories a day and increased their steps walked by 1,000 a day.
- **Evaluate:** E.g. ... investigators will be able to *evaluate* the relative cost-effectiveness of items on a list of hypothetical uses of HIV prevention program funding.
- **Identify:** E.g. ... study staff will be able to *identify* which telenovelas, among a selection provided, would be legal for use by the target organization.
- **Interpret:** E.g. ...participants will be able to *interpret* a data table taken from a published research report.
- **List:** E.g. ... participants will be able to *list* all the stages in the “Stages of Behavior Change” model.
- **Locate:** E.g. ...participants will be able to *locate* the closest HIV testing center on a map of the city.  
NOTE: To locate is to physically find, not merely describe.
- **Measure:** E.g. ... study staff will be able to use a stopwatch to *measure* the amount of time it takes HIV home test kit users to correctly wait for blood spot tests to dry.
- **Name:** E.g. ... participants will be able to *name* the parts of an HIV home testing kit.
- **Order:** E.g. ... participants will be able to *order* the steps in planning a health education seminar.
- **Predict:** E.g. ... participants will be able to use a description of a given social network to *predict* the transmission of a communicable disease that enters the network.
- **Receive:** E.g. ... investigators will have *received* NIH funding
- **Solve:** E.g. ... study staff will have worked with a biostatistician to *solve* the following query: “How many study subjects are needed in order to power the study?”
- **Submit:** E.g. ... investigators will have submitted an R01 application to NIH