

SYRACUSE UNIVERSITY

Functional Area Assessment and Action Plan Rubric - August 2017

This rubric is intended to provide feedback on functional unit assessment and action plans. Each component of the University's assessment and action plan template is incorporated in the rubric. A sustainability component is included as well, providing the expectation that each functional area sustains a well-designed and manageable assessment plan and process to inform decision-making.

Element	SU Expectation	Not Evident - 0	Emerging - 1	Developing - 2	Proficient - 3	Score	Comments
Goals	Goals are consistent with the mission of the functional unit. Goals focus on general components, such as efficiency, communication, services, support systems, and fiscal health to drive decision-making. Goals are broadly stated, meaningful, achievable, and provide a framework for identifying operationalized objectives.	No evidence of functional unit goals.	Goals are identified, but do not align with the overall mission of the unit. Goals focus on specific or nonessential services and processes instead of reflecting the charge of the unit.	Goals align with some, but not all aspects of the unit's mission. Goals focus on general components, such as efficiency, effectiveness, communication, support systems, and fiscal health. Goals are broadly stated, meaningful, and achievable.	Goals align with the overall mission of the unit. Goals focus on general components, such as efficiency, communication, services, support systems, and fiscal health to drive decision-making. Goals are broadly stated, meaningful, achievable, and provide a framework for identifying operationalized objectives.		
Objectives	The functional unit has at least two clear objectives per goal. Objectives are linked to unit goals. Objectives state what the unit strives to accomplish in order to achieve each goal. Objectives are focused on efficiency, effectiveness and impact. Objectives are specific, measurable, attainable, results-oriented, and time bound.	No evidence of functional unit objectives.	Objectives are written using imprecise verbs and are not necessarily measurable. Meeting objectives will not result in achieving the unit goal.	At least two objectives are written using action verbs that describe what the unit will accomplish in order to achieve the unit goal. Objectives are concrete statements that are specific, measurable, attainable, results-oriented, and time bound.	Multiple objectives are written using action verbs that describe what the unit will accomplish in order to achieve the unit goal. Objectives are concrete statements that are specific, measurable, attainable, results-oriented, and time bound. The achievement of all objectives linked to a common goal, will lead to the realization of that goal.		
Strategies	The functional unit has specified two or more strategies for each objective. Strategies represent the impact and value of processes used and services offered by the functional unit. Strategies are actions units undertake to achieve objectives.	Strategies for meeting each unit objective are not specified.	Listed strategies represent a few of the specific processes used or services offered by the unit. Strategies are not linked to unit objectives or the associated goal. Strategies are identified for some but not all of the objectives.	Listed strategies represent most of the specific processes used or services offered by the unit. Strategies are somewhat linked to unit objectives. Sufficient strategies are provided to support the achievement of the unit's associated goal. Strategies facilitate the collection of measurable data regarding the performance of the unit.	Listed strategies represent the specific processes used or services offered by the unit. Strategies are clearly linked to unit objectives. Sufficient strategies are provided to support the achievement of the unit's associated goal. Strategies facilitate the collection of measurable data regarding the performance of the unit. The unit has generated a comprehensive list of services offered and processes used to identify strategies.		Functional units can self-score in this row to gauge the extent to which strategies are effective in meeting the objectives represented in the assessment and action plan.
Targets (formerly known as KPI)	The functional unit has established at least one target to measure each objective's performance. Targets are numerical criteria and are focused on the impact of objectives and success achieved through strategies.	Targets are not identified for the unit objectives.	Listed targets do not measure the impact or value of the associated objective. Few targets include criteria for measuring success: <input type="checkbox"/> No level identified (e.g., prior year metrics or baseline) <input type="checkbox"/> No subject/object identified (e.g., students, faculty, staff, report, or satisfaction) <input type="checkbox"/> No modifier identified (e.g., 5% increase, maintain, decrease)	Majority of targets measures the associated objective's performance and impact. Majority of targets include criteria for measuring success: <input type="checkbox"/> Level identified (e.g., prior year metrics or baseline) <input type="checkbox"/> Subject/object identified (e.g., students, faculty, staff, report, or satisfaction) <input type="checkbox"/> Modifier identified (e.g., 5% increase, maintain, decrease)	Every target measures the associated objective's performance and impact. Every target includes the criteria for measuring success: <input type="checkbox"/> Specific level identified (e.g., prior year metrics or baseline) <input type="checkbox"/> Specific subject/object identified (e.g., students, faculty, staff, report, or satisfaction) <input type="checkbox"/> Specific modifier identified (e.g., 5% increase, maintain, decrease)		

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Results	Target measurements of the performance of unit objectives are regularly collected and recorded. Recorded results include as much detail as possible, including when the results were collected and which staff members were involved in the process.	There is no evidence of systematic collection of information and data.	There is evidence that information will be systematically collected in the upcoming year. The results of at least one target are described, but not in detail.	Information and data for targets are systematically collected in the past year. The results of at least one target are described in moderate detail.	Information and data for targets are systematically collected annually. Multiple objectives have the results of associated targets described in detail to facilitate interpretation.		
Interpretation	Collected information is analyzed, discussed, and summarized in detail to assist the functional unit with informed decision-making about unit strategies, processes, and services.	Analysis of results is not recorded or described.	Analysis of results for at least one target is summarized, but not in detail. Analyses are discussed and evaluated by a subset of staff involved in the process or service.	Analyses of at least one objective's associated target measurements are described, in moderate detail. Analyses are discussed and evaluated by the majority, if not all, staff involved in the process or service. Discussions about how processes/services can be improved are documented.	Analyses of multiple objective's associated target measurements are described, in detail. Analyses are discussed and evaluated by all staff involved in the process or service. Discussions about how processes/services can be improved are documented. Discussions regarding the implication of findings, in respect to goals, objectives, and mission, are clearly described and recorded.		
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Action and Follow-up	Based on performance results, staff members suggest and implement changes to improve the functions of the unit processes/services. Implemented changes are measured and documented in subsequent assessment cycles.	There is no evidence that changes are made based on unit assessment.	Recommendations for modification are not clearly described. Recommended modifications lack a detailed action plan. OR The lack of recommendations for modifications is not clearly explained.	Recommendations for changes to unit processes/services are described, in detail. Recommended modifications have a detailed action plan. OR An absence of recommended changes is clearly explained in terms of the assessment results and interpretation.	Recommendations for changes to unit processes/services are described, in detail. Recommended modifications have a detailed action plan and impact of the action has been measured and recorded. OR An absence of recommended changes is clearly explained in terms of the assessment results and interpretation.		
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Sustaining Assessment	Functional units sustain a well-designed and manageable assessment plan and process to inform decision-making. The entire set of objectives are assessed over a four-year assessment cycle to determine achievement of the unit goals. All unit's members participate in the assessment process and are provided an opportunity to recommend improvements to assessment processes.	No evidence of ongoing functional unit assessment.	Some assessment activity is occurring and documented, but it is unclear whether assessment processes are a regular part of the functional unit's operations and inform decision-making. One or two objectives have been assessed. The results have been discussed and evaluated by a subset of the unit's members.	Assessment processes are becoming a regular part of the functional unit's operations and inform decision-making. Multiple objectives have been assessed. The results have been discussed and evaluated by the majority of the unit's members. Actions have been identified, and plans to implement and monitor impact are evident. Unit's members have given consideration to how assessment processes may be improved.	Assessment processes are a regular part of the functional unit's operations and inform decision-making. All objectives will be or have been assessed over a four-year assessment cycle. The results have been discussed and evaluated at a meeting of all unit's members leading to informed decision-making. An action plan detailing how modifications have been implemented and the impact of actions over time is clearly described. Unit's members annually review assessment processes and implement changes as needed.		This score is derived from the unit's Annual Progress Report submitted via Qualtrics. If you feel the score is lower than you would score your unit, please contact assessment@sy.edu .