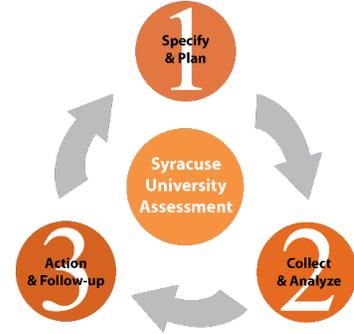


Functional Areas Assessment Overview

Assessment Process

Syracuse University’s process for conducting functional area assessment is organized into three phases:

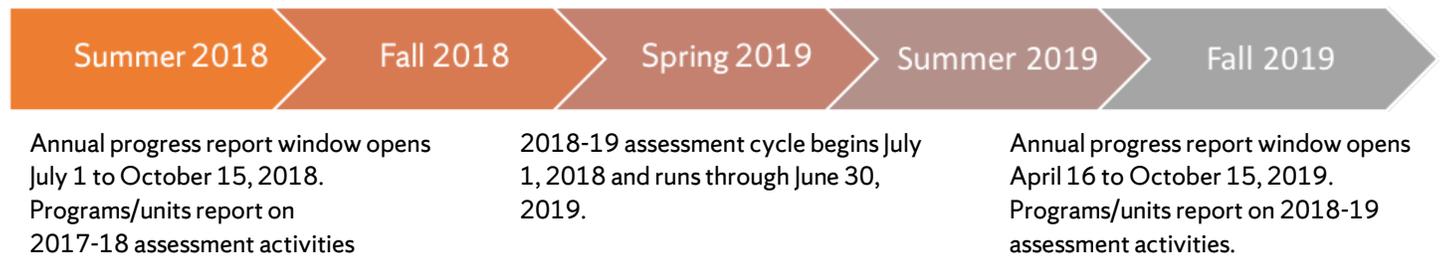
- **Phase 1—Specify and Plan:** Identify goals that align with the unit’s mission and strategic plan. For each goal, develop specific and measurable objectives and identify associated strategies that detail how the objectives will be achieved. Specify targets to measure each objective’s performance.
- **Phase 2—Collect and Analyze:** Collect data for measures specified in Phase 1. Analyze and interpret results.
- **Phase 3—Action and Follow-up:** Indicate actions to be taken to enhance the unit’s operations. After actions are implemented, determine and document the impact(s).



Assessment Expectations

Element	SU Expectation
Goals	<ul style="list-style-type: none"> • Goals are broadly stated, meaningful, achievable, and provide a framework for identifying outcomes. • Goals focus on general components, such as efficiency, communication, services, support systems, and fiscal health to drive decision-making. • Two to four goal statements are identified that address the long-term aims and purposed of the functional unit.
Objectives	<ul style="list-style-type: none"> • Objectives state what the unit strives to accomplish to achieve the goal and are focused on efficiency, effectiveness, and impact. • Objectives are specific, measurable, attainable, results-oriented, and time bound. • At least two clear objectives are identified per goal.
Targets	<ul style="list-style-type: none"> • Targets are criteria focused on the impact of objectives. • At least one target to measure each objective’s performance is listed. • A target should include three aspects: a <i>level</i> (e.g., prior year metrics or baseline data), a <i>subject/object</i> (e.g., students, faculty, staff, report, or satisfaction level), and a <i>modifier</i> (e.g., percentage increase, decrease, maintained performance, or timeframe).
Results and Interpretation	<ul style="list-style-type: none"> • Results are documented and consistent with all targets identified for each objective being assessed. • Staff’s interpretation of the results is comprehensively documented and summarizes the strengths and weaknesses found in the results.
Action and Follow-up	<ul style="list-style-type: none"> • Based on results, staff members suggest and implement changes to improve the functions of the unit’s processes/services. • A follow-up plan detailing how actions have been implemented and the impact of actions over time is clearly described.
Sustaining Assessment	<ul style="list-style-type: none"> • 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. • All unit members participate in the assessment process.

Assessment Timeline



Systematic Assessment: The Assessment and Action Plan (AAP)

- The assessment and action plan provides a structure for documenting the unit’s goals and objectives and monitoring progress towards achieving them.
- The assessment and action plan is also a key tool to monitor the unit’s strategic plan.
- Information presented in the AAP includes measurable objectives; concrete strategies and targets; specific results, interpretation, and actions taken to guide decision-making at the unit level.
- Assessment results are intended to provide feedback for continuous improvement. The assessment and action plan is not used to evaluate individual faculty or staff.
- Faculty/staff should meet at least once annually to have unit level assessment conversations and update the unit’s assessment and action plan. Assessment provides a means for faculty/staff to reflect on the goals, objectives, and their own practices.

PHASE 1				PHASE 2		PHASE 3	
Goals What do you strive to accomplish?	Objectives What objectives will be measured?	Strategies How will the objective be met?	Targets How will success be determined?	Results What was learned in the assessment process?	Interpretation What do the results mean to the area?	Action How will results be used to make improvements?	Follow-Up What has been the impact of the action taken?

Systematic Assessment: The Annual Assessment Progress Report (APR)

- Results of assessment activities for each functional unit are documented in the annual assessment progress report.
- Syracuse University expects functional units to update assessment and action plans and complete progress report forms by October 15.
- Tk20 by Watermark is being used to collect progress reports during this reporting cycle. Tk20 allows staff to document assessment activities, view longitudinal data, and monitor progress for their programs and units. The system also allows the University to create an integrated, streamlined picture of campus efforts.
- If you are in the assessment role for your unit, access Tk20 by visiting tk20.syr.edu. Log in using your Syracuse University NetID and password.
- The Assessment Working Team (AWT) is pleased to support functional units in transitioning to the online system. Training in either group or individual sessions can be scheduled by contacting the AWT at assessment@syr.edu. Training resources can be found at assessment.syr.edu/tk20.



Additional Resources

The Assessment Working Team is available for consultation and can work with units to develop and implement their assessment and action plans. Contact the Assessment Working Team at assessment@syr.edu for more information. You can also visit our website, assessment.syr.edu, for information, announcements, and resources on assessment and institutional effectiveness.