

What are Targets?

Targets (formally known as KPIs) are numerical criteria and focus on the impact of objectives and success achieved through strategies. For each objective listed, at least one target should be established. A target should include three aspects: a *level* (e.g., prior year metrics or baseline data), a *subject/object* (e.g., students, faculty, staff, report, or satisfaction level), and a *modifier* (e.g., percentage increase, decrease, maintained performance, or timeframe).

Example 1

Goal: Offer Syracuse University courses to high school students at their local high schools, during the regularly scheduled high school day.

Objective: Provide efficient assistance to students and teachers for the registration process.

Target: 95% (*level*) of applications (*object*) are completed and processed by semester deadline (*modifier*).

Result: Academic year 2015-16 reported 99% of applications were processed by targeted deadline.

Example 2

Goal: Produce quality direct mail and marketing services to the Syracuse University community.

Objective: Correctly process all mailing requests in a timely manner.

Target: 100% (*level*) of all mailing dates (*object*) are met on or before requested target dates. 5% increase (*modifier*) in the annual volume of total mailings being handled by the department.

Result: On average, mailings were met by the target date 96% of the time. Mailings also increased 6% from the previous year.

Example 3

Goal: Provide quality food service to Syracuse University students.

Objective: Increase the number of training hours for employees by involving more staff in training programs and opportunities.

Target: 10% increase (*modifier*) in staff training sessions (*subject*) from the previous year - 4 sessions (*level*).

Result: 10 training sessions were held between January and December 2016, exceeding a 10% increase from the previous year.

Example 4

Goal: Leverage Syracuse University's procurement influence in contract partnerships.

Objective: Increase the supplier selection available through ePro.

Target: 50% increase (*modifier*) in supplier selection (*subject*) from the previous year - 8 suppliers (*level*).

Result: 5 additional suppliers were added to the selection, exceeding the 50% increase from the previous year.

Target Statements (continued)

Target statements assess how effectively and efficiently a unit is operating. The following list of measures have been identified by Syracuse University units in their own target statements.

Data collected and analyzed from:

- Admission and enrollment
- Annual reports
- Attendance records at workshops, presentations, lectures, and events
- Applications
- Blackboard
- Checklists, Orange Tracker, unit logs, and other tracking mechanisms
- Course catalog
- Database reports
- Evaluations collected from students, faculty, or staff, at program/workshop events
- Standardized test scores (ACT, GRE, and SAT)
- Interviews and focus groups
- Incident reports
- Portfolios
- Recruitment and hiring statistics
- Rubrics
- Surveys
- Student loan debt, interest rates, and default rates
- Meeting agendas and minutes
- Website and social media activity

Frequency of:

- Awards and recognition
- Conference presentations
- Customer service complaints/concerns
- Distributed marketing materials
- Donor contributions
- Faculty led instruction sessions
- Insurance claims
- Partnership communications and collaborations

- Policy and procedure updates
- Publications
- Requests related to the goals and objectives
- Routine maintenance timelines
- Safety procedures deployed and tested
- Specific learning experiences
- Technology and other system updates
- Training and professional development opportunities
- Unit response and completion rates to various constituents' requests
- Users

Efficiency and accuracy related to:

- Audits
- Contracts
- Deadlines
- Degree completion and certifications
- Distinctive projects or research
- Donor contributions and fundraising
- Economic impact
- Employee time spent on processing goods, services, transactions, etc.
- Extension and outreach
- Federal and state compliance
- Grants and sponsored research capital
- Regional and national accreditation standards
- Fiscal year budgets
- Inventory, sales, supplier, and purchase reports
- Performance partnership assessments
- Record keeping
- Volume of services performed