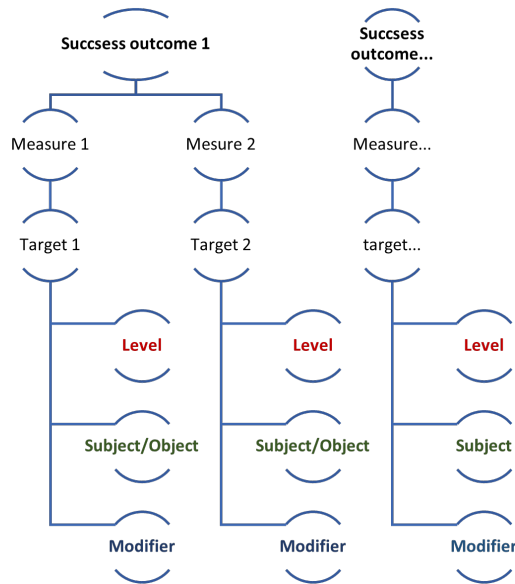


What are Targets?

Targets are numerical criteria that allow your unit to focus on the impact of the success outcome and success achieved through the unit's identified measures. For each measure identified, **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).



The figure above depicts the logical flow and progression from success outcome to measures, and then to targets. Each of these elements are in alignment with one another, and the subsequent description of the results should refer to the identified targets.

The following examples demonstrate the progression from success outcomes to measures, then to targets and results. Notice the difference between the three target statement examples provided below and use them to reflect on and review your unit's target statements. Recall that strong target statements include three aspects: a level, a subject/object and a modifier.

Example 1

Success Outcome

Aid students and teachers in the registration process.

Measure:

Application completion and processing

Target

Poor: We are assisting students and teachers in the registration process.

Good: Applications are completed and processed by the deadline.

Ideal: 95% of applications are completed and processed by semester deadline.

Results

Our results in academic year 2018-19 indicate that 99% of applications were processed by the semester deadline.

Example 2

Success Outcome

Provide prospective high school partners with information and guidelines for participation.

Measure

Number of Information brochures and guidelines

Target

Poor: We sent informational brochures and registration guidelines to schools that expressed interest in the program.

Good: Informational brochures and guidelines were sent to 100 prospective schools.

Ideal: Informational brochures and guidelines were sent to 100 prospective schools one month before the new school's application deadline.

Results

In academic year 2018-19, informational brochures and guidelines were mailed to 100 % of prospective schools one month ahead of the application deadline.

If you have questions or would like to discuss your unit's targets, contact the Assessment Working Team at assessment@syr.edu.

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