

Training on Direct Assessment of Administrative Unit Outcomes

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Two Main Types (forms) of Administrative Unit Assessment

- **Direct Assessment-** based on analysis of data directly collected on subject matter being assessed (direct measures evaluate actual performance of services, events or activities of unit)
- **Indirect Assessment-** based on analysis of reported perceptions about unit's services/activities/events (e.g. surveys; indirect measures evaluate perceived performance).

Key Attributes of Direct Assessment.

Direct Assessment helps you:

- Identify core functions of unit to be assessed
- Develop criteria to assess the identified core functions with focus on areas such as timelines, accuracy, efficiency, volume, responsiveness, compliance (Thus, develop outcomes, measures and targets)
- Directly monitor progress made on key functions, services and, activities to help assess them
- Assess to determine the extent to which service obligations have been fulfilled per stated expected outcomes

Objectives if Applicable

- Objectives provide the framework within which goals are measured and assessed. Thus, connect objectives with goals for assessment
- Objectives guide the timeline within which the goals will be assessed
- Example of a goal and objective:
- **Goal-**reduce processing time for students' Financial Aid packaging
Objective- Invest in a Financial Aid processing software... (to reduce average processing time from one week (prior) to two days).

Writing Measurable Unit Outcomes for Direct Assessment

- Address aspirational expectations that are clearly stated at the start of the academic year with expected results at the end of the academic year (connected with specific goals/objectives)
- Focused on educational support services and how they impact/change a student, faculty or staff in terms of knowledge, skills, attitude or values.

Writing Measurable Outcomes Continued.

Should also have the following:

- Should have active verbs to guide what needs to be done
- Should state the means by which outcomes will be attained (means of assessment)
- Should have established targets/benchmarks
- May indicate direction of expected change (whether increase or decrease)

Phraseologies on Direct Outcome Assessment

- Should be written with active verbs, and should be measurable:
- **Reduce** processing time of
- **Improve** efficiency on/of
- **Increase** student participation in or enrollment
- **Expand** access to
- **Provide**

Unit Measures (Means of Assessment)

- Measures provide a sense of direction on how expected outcomes are to be assessed and attained
- Measures could be direct or indirect. Examples of direct measures- increase in service delivery to target audience, provide xx number of opportunities..., decrease the number of student conduct issues by, increase fundraising by **[Our focus is on direct means of assessment]**
- Examples of indirect measures- quality of service delivery as perceived by service users via survey results (service recipients perception rather than evidence of actual performance)

Benchmark (Target/Threshold)-How do you know your outcomes and measures are attained?

- **Targets:** are desired outcomes expected at the end of the academic year and are tied to service delivery outcomes.
- Targets provide evidence as to whether or not an outcome was attained.
- Targets could be qualitative or quantitative and should be measurable (Quantitative- number, percentage, rate, score, or level of proficiency). Qualitative- focus groups, observations, open-ended survey results, use of rubrics to assess qualitative subject matter
- Targets can offer directionality (an increase or decrease).
- Example: offer ...number of training,% of, update all,decrease by 3 days, increase by%;

Examples of Targets (Benchmarks)

Yardstick to determine success

- **HR:** Increase employee recruitment to 1.5 % by end of academic year; Increase employee retention by 2%
- **Enrollment Management:** Increase/improve student knowledge on financial literacy by; reduce applicant response turnaround time from 4 to 2 days
- **Admin and Finance:** reduce capital expenditure by 10%
- **IT:** Increase bandwidth access on campus by 3% (or by 5 more buildings)

Mapping Matrix- Goals, Outcomes, Measures, Targets

Unit Type	Unit Goal	Unit Expected Outcome	Unit Measure(s) How To	Target (Benchmark)	Results (Findings)	Action Plan
HR	Hire and retain employees of the university ...	Increase the recruitment of faculty in need areas for the 2021-2022 academic year	Hiring in need areas of colleges through widened advertisement to include 2 new sources	increase recruitment by 2% (five more faculty)	2.5% increase in hiring (6 faculty recruited in need areas). Target exceeded	No action needed
Enrollment Management	Educate students on financial literacy	Organize xxxx financial literacy workshops for incoming undergraduate students in the 2021-2022 academic year	Administer a pre-test prior to workshop on student knowledge regarding financial literacy and a post-test after the workshop to determine whether workshop made a difference.	Evidence of change (improvement in student knowledge when pre and post test results are compared	Post-test did not demonstrate improvement	Workshop needs to be revised incorporating feedback from students for improved success

Mapping Matrix- Goals, Outcomes, Measures, Targets Continued

Unit Type	Unit Goal	Unit Expected Outcome	Unit Measure(s) How To	Target (Benchmark)	Results (Findings)	Action Plan
Enrollment Management	Admit and enroll students of diverse background at the university	Increase the enrollment of non-traditional students in the 2021-2022 academic year	Increased advertisement and enrollment via the AP WP online initiative	Increase enrollment by 3%	Enrollment increased by 5%. Target exceeded.	No action needed
Administration and Finance	Ensure a balanced budget for the university	Reduce budgetary expenditure to ensure a balanced budget for the 2021-2022 fiscal year	Reduction in capital expenditure for the academic year	Reduce capital budget by 15%	Capital budget reduced by 5%. Target not met.	Further reduction to occur in the 2022-2023 fiscal year

Practice: Review/Write your unit Outcomes, Measures and Targets.

- If your unit has outcomes, measures and targets already developed, review and update them for later discussion at your unit/division.
- If no outcomes, measures or targets are developed, draft them for discussion at unit/division
- May also use time to review and write objectives if applicable to your unit

Questions?

Thank you