### CCNY Units Planning and Assessment Template²

**UNIT:** ___________________

**UNIT'S MISSION:**

<table>
<thead>
<tr>
<th>COLUMN I</th>
<th>COLUMN II</th>
<th>COLUMN III</th>
<th>COLUMN IV</th>
<th>COLUMN V</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What unit goals will be assessed this academic year?</strong></td>
<td>Institutional Strategies that align with goals in Column I³</td>
<td><strong>What methods will be used to assess the goals in Column I? What are the expected targets?</strong></td>
<td><strong>What are the results of the assessment? Were targets met and to what extent? What was learned?</strong></td>
<td><strong>Critical Step: How will your results be used?</strong></td>
</tr>
<tr>
<td>Goals should be: <strong>SMART²:</strong></td>
<td></td>
<td>Types of assessment include:</td>
<td>Summary of data analyzed and discussion of findings</td>
<td>Use of results to implement change:</td>
</tr>
<tr>
<td>Specific – must be specific to the functioning Unit</td>
<td></td>
<td>• Process types of assessment, for example direct counts of people served, number of jobs completed, revenue generated, orders processed, etc.</td>
<td>Based on the assessment results, what needs to be modified or changed (e.g. services, targets, or assessment tools)?</td>
<td></td>
</tr>
<tr>
<td>Measurable – must be measurable to produce data</td>
<td></td>
<td>• Attitudinal, for example through surveys and focus groups</td>
<td>• Results should be communicated clearly.</td>
<td></td>
</tr>
<tr>
<td>Attainable – must be attainable within the circumstances of the Unit</td>
<td></td>
<td>• Observations of behavior</td>
<td>• Inform appropriate parties of how well your unit is achieving its goals and targets.</td>
<td></td>
</tr>
<tr>
<td>Results-oriented – must yield results reflective of the functioning Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time-bounded – must indicate time-frame for data collection &amp; analysis.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹Table adapted from the 5 Column Model developed by Institutional Effectiveness Associates.

²Source: Malone University

³ Concordia’s Strategic Plan, Advancing the Journey, is founded on seven Institutional Strategies, see below.
Advancing the Journey, 2015-2018

Unit goals should align to at least one of the Strategies listed below.

STRATEGY 1: REDOUBLE OUR COMMITMENT TO OUR IDENTITY AS A LUTHERAN CHRISTIAN INSTITUTION OF HIGHER EDUCATION. [IDENTITY]

STRATEGY 2: EXPAND NON-TRADITIONAL AND GRADUATE LEVEL ACADEMIC OFFERINGS AND STRENGTHEN RELATED INFRASTRUCTURE. [QUALITY & VIABILITY]

STRATEGY 3: EVALUATE AND STRENGTHEN OR RESTRUCTURE ON-THE-GROUND TRADITIONAL UNDERGRADUATE ACADEMIC AND NON-ACADEMIC PROGRAMS. [QUALITY & VIABILITY]

STRATEGY 4: BUILD ON OUR EXISTING CAPACITIES AS A SMALL, DIVERSE AND SUPPORTIVE INSTITUTION AS A MEANS TO INCREASE STUDENT ENROLLMENT AND RETENTION. [QUALITY & VIABILITY]

STRATEGY 5: IMPROVE ADVANCEMENT AND DEVELOPMENT RESULTS. [VIABILITY & IDENTITY]

STRATEGY 6: INVEST IN OUR HUMAN RESOURCES. [QUALITY & VIABILITY]

STRATEGY 7: MAKE TARGETED CAPITAL AND OPERATIONAL INVESTMENTS TO ENHANCE ACADEMIC PROGRAMS, STUDENT LIFE AND COLLEGE INFRASTRUCTURE WHILE REDUCING RESOURCE ALLOCATIONS IN LOWER PRIORITY ACTIVITIES [QUALITY & VIABILITY]
September to October
Each unit to finalize mission statements and goals.

October to November
Select goals to be assessed, assessment tools, and set targets.

November to February
Assess and gather data. Submit data to OIER\(^1\) for analysis.

February to April
Units review analysis and feedback from OIER and make any necessary changes. Units plan how to incorporate improvements and findings. Use of findings to substantiate budget requests, as appropriate.

April
Budget Requests Deadline

April-May
Units complete assessment reports, with improvements and changes specified. Summary reports are generated by OIER\(^1\).

May
OIER\(^1\) shares finalized summary assessment reports with CQIC\(^2\) to review (assess the assessment process).

May-June
CQIC\(^2\) submits executive report to PC and then presented to Board of Regents.

---

\(^1\) Office of Institutional Effectiveness and Research

\(^2\) Continuing Quality Improvement Committee