

Observations on Essential Outcomes for a Service or Administrative Unit

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An Outcome focuses on:

- Ends rather than means
- The results of a planned action rather than the action itself
- What will happen if we succeed in what we plan to do rather than what we plan to do.

What We Plan to Do (Means)	Outcome (Ends)
Increase student participation in shared governance.	Student representatives will actively participate on all shared-governance committees (e.g., Enrollment Management, Facilities Planning, Educational Master Planning) each year.
Improve off-campus access to computer resources.	Managers, faculty, staff, and students will have reliable web-based access from off campus to all online services in the following areas: Library, Catalog and Schedule, Registration, and WebMail.
Provide high-quality career and placement services to more students.	Student use of career and placement services will increase by 3-5 percent per year until it reaches half the student body, and at least 90 percent of users every year will report they are satisfied or very satisfied with those services.
Maintain a clean and attractive environment for teaching, learning, and support services.	At least 95% of surveyed students and College employees annually will report that they are satisfied with the cleanliness and attractiveness of the campus.

Every Outcome statement:

- Must be understandable, even to someone who does not work in the unit
- Must be measurable (at least verifiable), though not necessarily quantifiable
- Provides clear, unambiguous direction related to at least one major unit function
- Communicates what unit staff members see as essential
- Describes one highly significant intended result of the unit's services
- Should be consistent with the mission of the College

The number of essential Outcomes for a unit must be manageable, so Outcomes should relate to the major functions or components of the unit, not subsidiary functions or details. Each major function or component should have at least one Outcome.

Measurement of progress on a unit's full set of Outcomes provides evidence of the extent to which the unit is performing its most important functions well.