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Administrative Unit Program Review Guidelines

Abstract

Program review is an ongoing process involving the vice presidents, directors, managers, and staff concerned with meeting the stated goals and objectives of a non-academic unit. The guidelines established herewith will ensure that evaluation of each program will occur formally at regular intervals. This document describes the guidelines and a timetable for the systematic evaluation of all units, programs, and departments at Kean University.

Keywords

Assessment, Program review, Administrative unit program review

Overview:

Assessment is a University requirement for all units and programs.

Program review is an ongoing process involving the vice presidents, directors, managers, and staff concerned with meeting the stated goals and objectives of a non-academic unit. The guidelines established herewith will ensure that evaluation of each program will occur formally at regular intervals. This document describes the guidelines and a timetable for the systematic evaluation of all units, programs, and departments at Kean University.

A. Purpose of Program Review

The primary purpose of program review is to foster excellence. The review process, therefore, provides an opportunity for units to identify areas of strength and address areas that need improvement. The non-academic program review process is also an important source of data for making resource allocation decisions. Accordingly, at each level of the review process (manager, director, vice president), recommendations will be made that the University preserve the strengths of particular programs or address specific weaknesses. The primary goal is to ensure that the process improves institutional effectiveness in realizing the mission of Kean University.

Overview of Evaluation Procedures for Non-Academic Programs:

Scope of the Process

1. Definition of Non-Academic Program

Non-academic programs shall be defined as units at the university that support the students or institution but are not part of the grade-granting academic experience; such as:

Non-academic program (e.g., Office of Financial Aid, Department of Human Resources, Student Leadership).

University support program (e.g., Facilities, Campus Police, Computer Services).

2. Guidelines for Program Review

All other programs shall be evaluated according to the guidelines in this document, as approved by the President of the University.

3. Frequency of Evaluation

Each unit is to be evaluated according to these guidelines once every five years. The schedule for review will be developed and maintained by the President and vice presidents in consultation with the directors. The review process will begin in September of each year and must be completed by June 30 of the following calendar year.

4. Selection of Programs to Be Reviewed

The vice presidents of each administrative division will consult with the directors and other managers to determine the schedule for developing materials and outcomes measures. The five-year listing by division is attached to this document.

B. Methods for the Review Process

Review of Mission, Vision, Goals, and Objectives

Each unit should review its mission, vision, goals, and objectives along with the mission of the University. Every unit should have clearly stated goals, along with objectives, that are measurable. Within the review process, the unit should determine whether these elements and activities are consistent with the University's mission statement. Kean will continually modify and adapt its mission to be responsive to the needs of its constituencies and the mandates of the state. To remain viable, a unit also needs to be responsive to these changes.

Review of the Data for Improving Program Outcomes, Impact, and Operations

Each unit should review its goals and objectives and how that data can be used to improve operations and outcomes and have a positive impact on the University. Units should be collecting ongoing data that allows for meaningful insights on a regular basis. Evidence can include surveys, focus groups, activity, and internal operations that can be coded. At the conclusion of the data gathering process, recommendations on improvement should be made.

C. The Program Review Document

A. Initiation and Individuals Involved

The evaluation shall be initiated as a self-study under the leadership of the director or manager. The program review process will involve administration, managers, and where appropriate, students, alumni, employers, and relevant professional associations

B. The Scope of the Document

The overall emphasis of the program review report shall be on providing evidence that shows the unit is meeting its goals and objectives, and the relationship of these goals and objectives to the mission of the University. Specifically, the report shall provide **descriptive and evaluative information** about the program, incorporating multiple units of **data to support** its claims.

The report should follow the format outlined below:

1. Mission, Vision, Goals, & Objectives

- Provide the mission statement of the unit
- Provide the vision statement of the unit.
- Provide the stated goals and objectives of the unit.

2. Description of the Major Functions and Services within the Unit

- List the major functions and services within the unit.
- Draw a flow chart(s) that shows the dynamic interactions among current functions, services, and personnel (Note: Do not provide the organizational chart in this section; that will be required later in the document).

3. Assessment of Goals and Objectives

- Review the goals and objectives.
- Provide data on each objective that can be measured.
- Provide some feedback on the results gathered.
- **Describe how the data will be used** to improve operations and University impact (closing the loop).
- Provide any other relevant data, especially internal supporting documents.

4. Evaluation Forms, Surveys, Policy Manuals, and Other Tools

- Provide copies of all employee evaluation forms used in the unit.
- Provide copies of all surveys used directly or indirectly by the unit.
- Submit a copy of any policy or operational manual used by the unit (if there is no policy or manual, please discuss why).
- Provide a copy of or describe any other tool that may be used to gather data for the unit.

5. Personnel and Organizational Structure

- Provide a list of all full-time personnel in the unit.
- Provide resumes for all full-time personnel in the unit.
- List any long-term (five years or more) part-time personnel in the unit.
- Provide and date the most current organizational chart(s).

6. Facilities & Equipment

- Describe the adequacy of current facilities.
- Describe the adequacy of current equipment inventory.
- List and briefly describe any needs in this area -
(Please prioritize from 5=Urgent Need to 1=Needed but not Urgent).

7. Planning and New Initiatives

- List and describe any significant plans that will be undertaken in the next five years.
- List and describe any significant new initiatives in the next five years.

8. Summary and Recommendations

- Summarize the main elements included in the current review.
- Summarize the recommendations and changes that will be made.

9. Additional Resources Requested

- Indicate what new resources are needed over the next five years to:
 - Enhance the current program.
 - Augment the strengths of the unit.
 - Address the weaknesses in the unit.
 - Address any technological impacts on the unit.

10. Other

- Please place any other items, issues, etc. in this section.

Support and Coordination

Appropriate support will be given to ensure the successful coordination of the program review effort.

Program Review Procedures

A. Role of the Coordinator

In accordance with the schedule of program review, when a program is scheduled to begin its review, the vice president notifies the director, manager, and/or coordinator. In consultation with the relevant personnel, the director selects one individual (or more, depending on the number of programs to be reviewed within the unit) to assume responsibility for the review. This individual is referred to as the *program review coordinator* in this document. At the conclusion of the review, the final document shall be submitted to the Division Vice President and the Office of Accreditation and Assessment.

B. Role of the Vice President

The program review coordinator will update the director and vice president to discuss progress on the document as it is being developed.

The vice president can schedule meetings as needed to support the unit undergoing review and to address critical findings as they emerge. Any such significant changes should be documented in the narrative of the final report.

Role of the Administration in Program Review

In general, the group of documents generated in the program review process will serve as a source of input into the planning process for the vice president and for the University as a whole. The program review process will also provide an opportunity to receive feedback about the quality of the unit. The Office of Accreditation and Assessment, in consultation with the vice presidents, will conduct an annual institute or forum to review and discuss outcomes and trends.

Exceptions

Certain units may require annual external and/or internal review as required by the federal or state regulators or mandated by the Board of Trustees. Financial operations and business services are among such units.

Program Review Cycle

1. In September the Division Vice President informs the directors of the unit that the process of program review must begin.
2. The Director/Manager will form the committee and create a plan for program review by October 31.
3. The Program Review document as outlined above is prepared with accompanying evidence and data and submitted to the Vice President by June 30.
4. The Vice President will review the document, and integrate the results and recommendations into the Administrative Division Annual Assessment Results and Recommendations Report by September 1.
5. All Division Reports are forwarded to the University Planning Council by September 30.
6. The UPC reviews all Division Reports; prioritizes resource recommendations and submits to the President by December 31.

Approved on October 17, 2011

Revised on August 23, 2019