

Administration & Finance Program Review Protocol

Phase 1 (Begins 10-12 months prior to the activity of the program review committee)

1. Committee chairs assigned (if not sooner) ✓

No rank will be recognized between the co-chairs. They will share in work and authority equally, regardless of their particular position.

2. Notice to unit to be studied (if not sooner)

Each unit being studied will have significant advance notice prior to the beginning of the program review process.

3. Committee chairs meet with unit head and AVP

- Using the rough schedule template provided, set the schedule and deadlines for Phase 1, Phase 2, and Phase 3.
- The unit head and AVP should make suggestions to the committee chairs regarding members of the program review committee. The committee should be between 8-12 individuals and may include representatives from the following groups:
 - Key core customers
 - Other units in Admin & Finance that work closely with the unit
 - Other units in other divisions that work closely with the unit
 - Students
 - Faculty

Obviously, the goal is to assemble a committee that can provide an informed, objective view of the unit. **Once this discussion has been held, the committee chairs should immediately begin arranging for the committee, even though the first meeting is still 10 or so months away.**

- Discuss the documents that the unit must include in its Program Review Report to the committee. Be sure to discuss the deadline for the creation and submission of these binders. **Most importantly, the binders reflect the results of the unit's self-study.** They should reflect the unit's self-analysis of its strengths, weaknesses, and future improvement plans. Depending on the unit, the binder may include:
 - Policies & Procedures manual
 - All units should provide an up to date, complete policies and procedures manual. This consists of step-by-step procedures for *all* primary unit functions. Detail is important.
 - The committee chairs may consider allowing the unit to refer the committee to an electronic version of the manual. However, the binder should include printed versions of the most important procedures with instructions on accessing the remainder in electronic form.
 - Organizational chart
 - All units should supply an up to date organizational chart
 - Position descriptions and EWP's
 - All units should provide up to date position descriptions for every position in the unit. For classified employees, these will be EWP's, for A&P faculty they will be job descriptions
 - S.W.O.T. Analysis
 - All units should provide the results of a unit-wide SWOT analysis. Members of the unit should join together to form the SWOT analysis.

(This activity should not just be conducted by the unit head of senior managers.) Materials and training on conducting a SWOT analysis will be available through the program review website

- **Strengths:** What are the unit's top 5-7 strengths?
- **Weaknesses:** What are the unit's most significant 5-7 weaknesses? (This would include such issues as being under-staffed, under-budgeted, insufficiently trained, etc.)
- **Opportunities:** What problems, challenges, changes, external forces exist now or will exist that will provide opportunities to meet new needs, develop new services, etc.
- **Threats:** What issues threaten the unit's ability to succeed now and in the future?
- Key customers, customer groups, constituents
 - All units should provide a list of key customers and constituents. This should include both key units and key individuals. This is to help the committee do its own research.
- Key peer groups and contact information
 - There should be a listing of key peer groups (at other institutions) with contact information. These may be just key Virginia institutions, or, may expand to the university's recognized peer groups of institutions outside the state.
- Goals and objectives
 - All units should include its list of key ongoing goals/objectives/initiatives. The present and future are more important in this case than past achieved objectives.
- Recommendations for an external reviewer
 - All units should include the names and contact information for potential external reviewers. (This may be discussed at the initial meeting and therefore may not be needed in the binder.)

Other information that may be relevant:

- Relevant budget information
- Accomplishments – including measurable data
- Internal audit reports (if appropriate)
- Samples of customer interaction activities including any past customer research
- Recommendations for questions to be asked as part of customer surveys and focus groups

Program Review Committee chairs are free to require whatever self-study information is needed, in their view, to provide the most helpful data for making the strongest recommendations for quality improvement, whether they are listed above or not.

4. Self Study is launched. *(It is expected that the unit will be given 10-12 months to complete the self-study portion of the program review. In this way, they can plan their activities, collect data over a longer period of time, and not feel pressed to provide materials to the committee immediately.)*

Phase 2 (It is expected that Phase 2, essentially, the committee phase, will last approximately 90 days)

1. Unit delivers all reports, data, and materials to co-chairs

- The work done in Phase 1 should result in the creation of a binder that reflects the self-study activities of the unit.

2. Binders distributed to committee members for initial review

- Committee members should be encouraged to closely review the contents of the binders. (This is a difference between the old protocol and the new.)

3. The committee meets for the first time (3-4 hours)

- Overview provided
- Key issues discussed
- Subcommittees and subcommittee chairs selected. Subcommittees should be designed based on the research that needs to be done.
- External reviewer is selected. (It is conceivable that, based on the unit's needs, the external review may actually be conducted during phase 1 and his/her report reviewed during phase 2)
- Research planned and scheduled. Primarily: Based on the results of the self-study, what further research should the committee conduct to be able to make strong, helpful recommendations for the unit's future improvement?

4. Sub committees conduct research

Research includes such methods as customer focus groups, surveys, personal interviews (internal and external), peer reviews, etc. Information on conducting such researching will be available through the program review website. A survey resource group exists to help program review committees conduct survey research.

5. Written findings and recommendations from sub committee chairs to program review committee chairs

This process will be very similar to the "old protocol".

6. Report compiled and distributed to unit head, AVP, and committee members

The object of the report will not be to generate reams of paper, but to concisely report key findings and make relevant recommendations. It is important at this stage to allow the unit head to provide feedback and guidance based on the findings and recommendations in the initial draft of the report.

7. Final committee meeting (4-5 hours)

- Response from unit head and/or AVP
- Discussion of key issues
- Discussion of key findings, suggestions for editing the final report, adjusting findings, finalizing recommendations

The most important questions the report should address: What is the quality/level of the unit's performance currently, with an emphasis on customer service performance? What are specific recommendations for improving the unit's performance in the future? Do they need more staff? More funds? Better processes? More data? More training? Etc.

8. Final report sent by committee co-chairs to Senior VP, AVP, unit head. Electronic version sent to program review coordinator.

9. Senior VP and AVP determine which recommendations will become objectives.

Those objectives added to the unit's strategic plan.

Phase 3 (8-12 months after completion of Phase 2)

Mr. King meets with AVP to review objectives and accomplishments.