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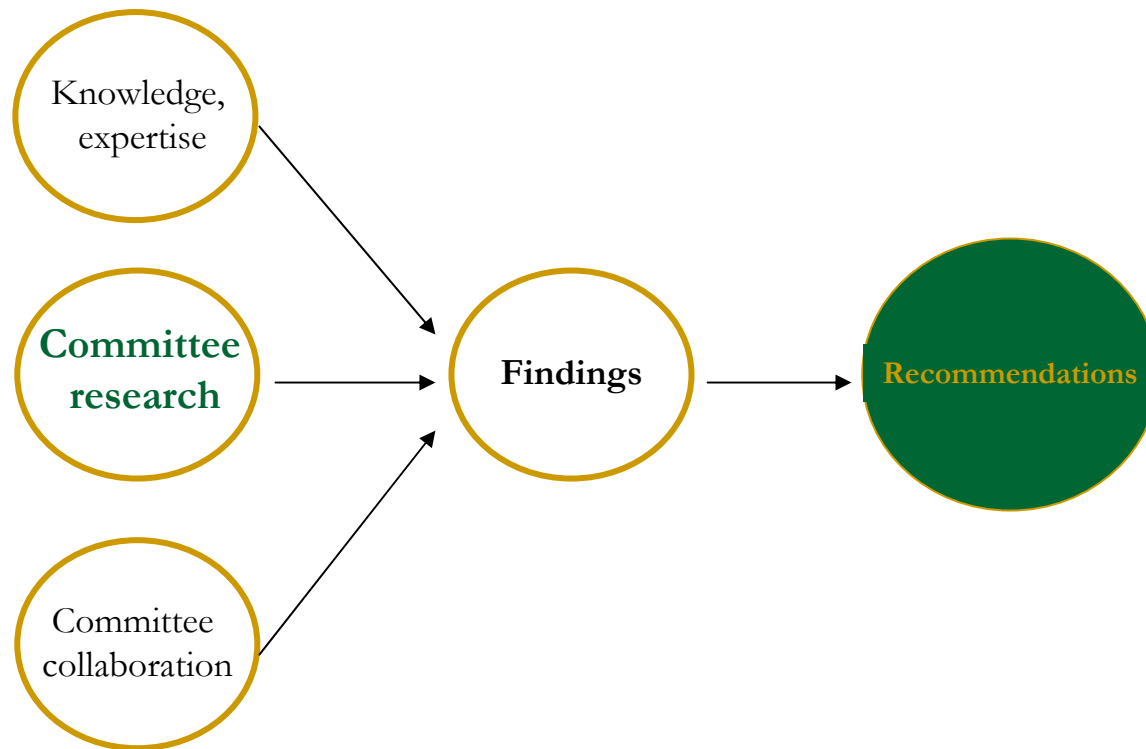
# Program Review Research

## Today's Objectives

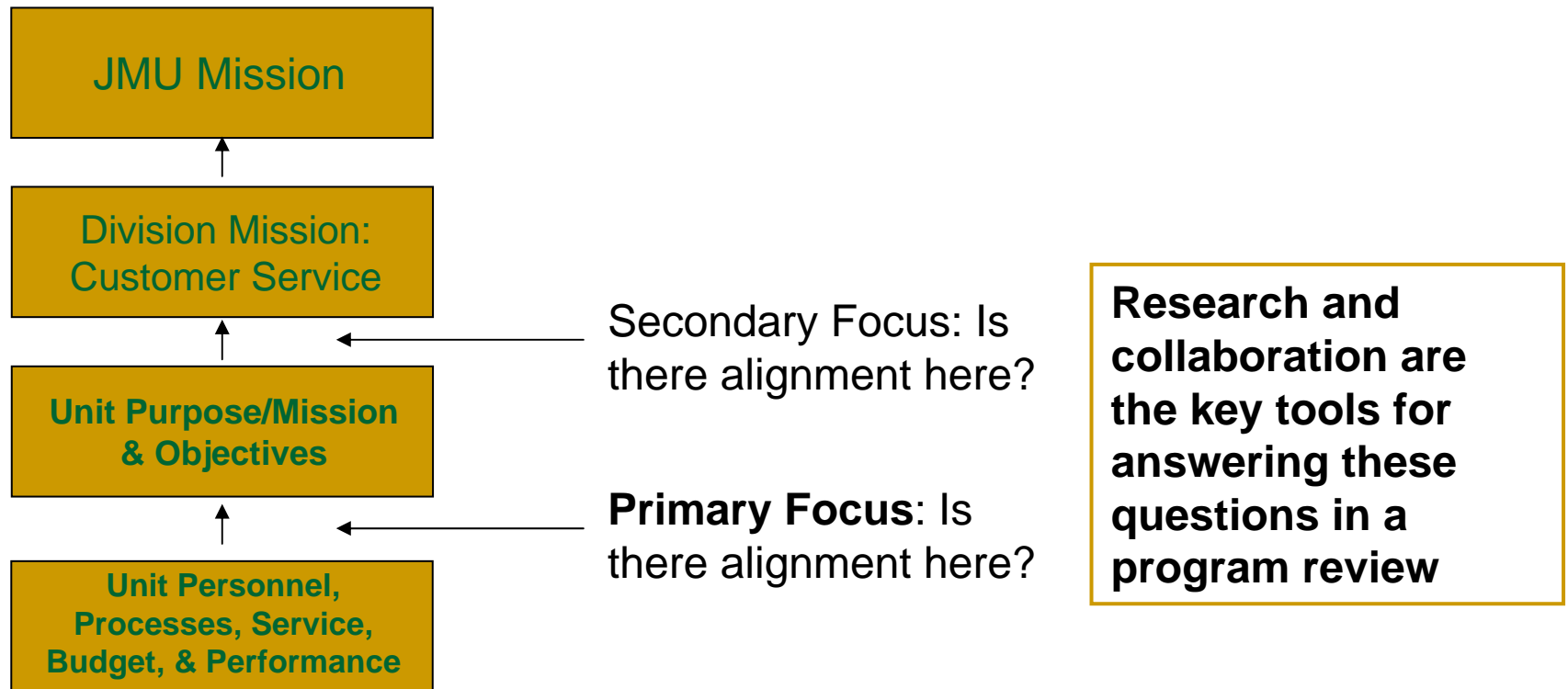
- Provide an overview of the primary methods for gathering data for an Admin & Finance Program Review
- Answer your questions concerning program review research

# The Committee's Role

- Assist the unit to improve performance by making specific recommendations based on the committee's research-based knowledge

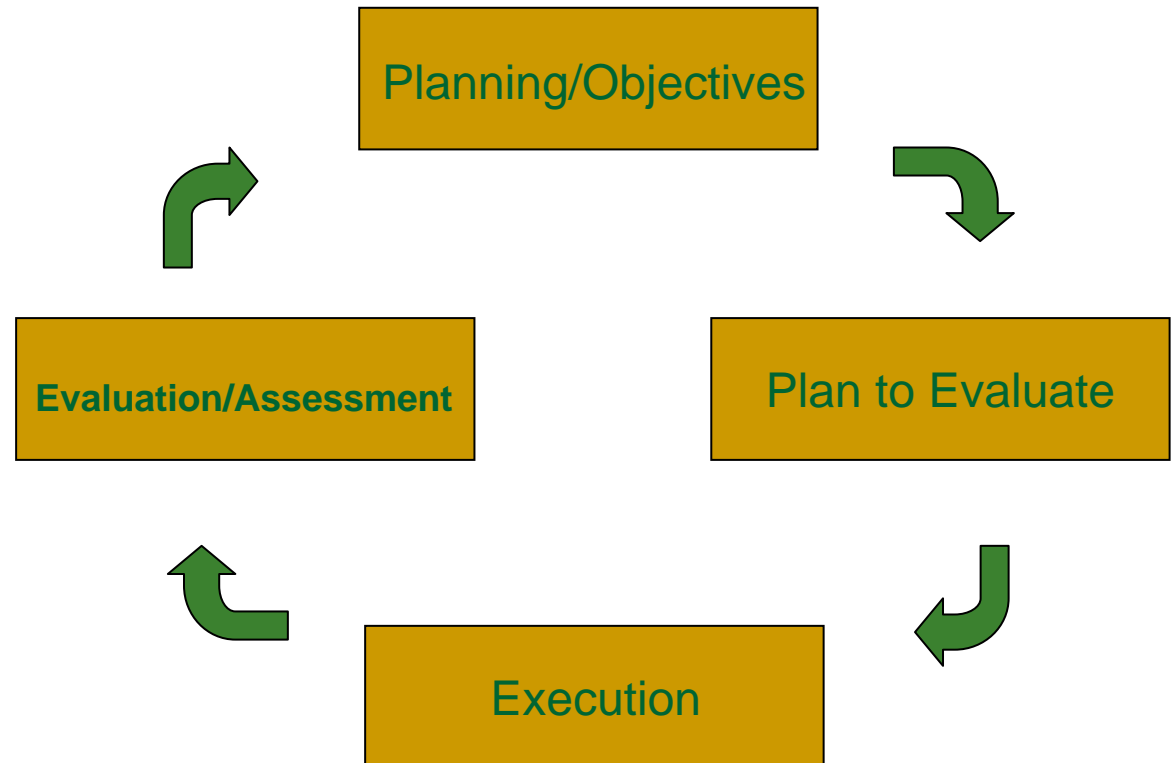


# The Focus of a Program Review



# SACS Focus

In support of  
clearly stated  
mission...



# Basic Structure

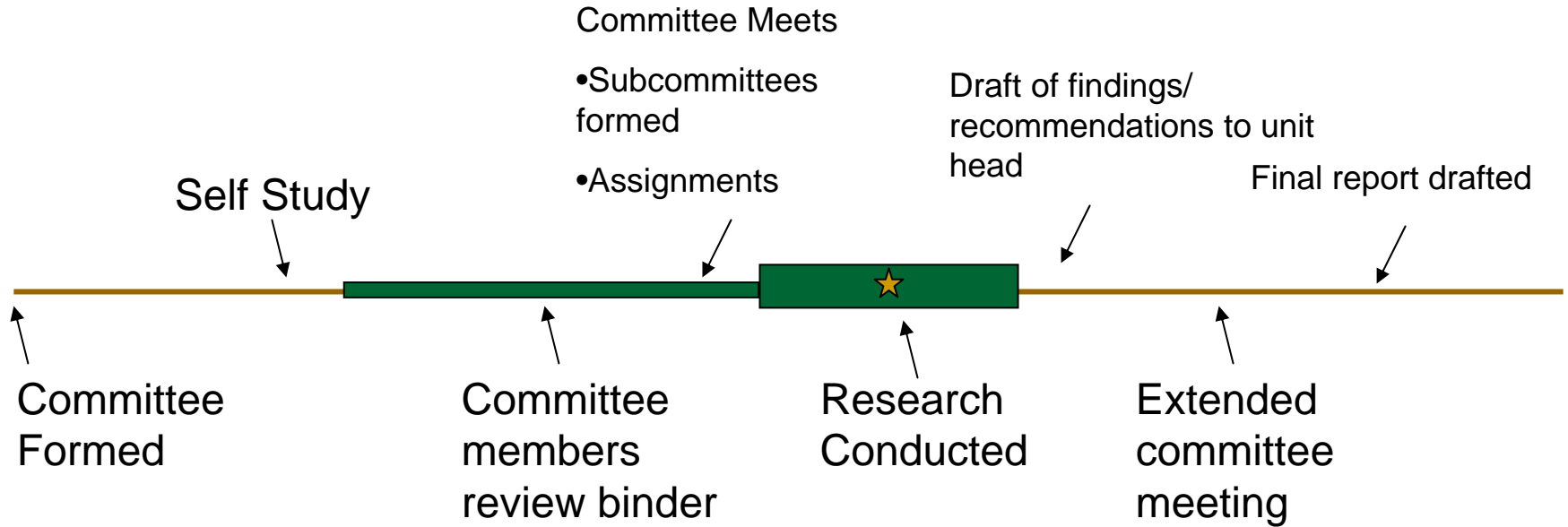
Phase 1 (10-12 months)	Phase 2 (3-4 months)	Phase 3 (1 meeting)
<ul style="list-style-type: none"> <li>■ Committee chairs assigned</li> <li>■ Chairs meet with unit head &amp; AVP</li> <li>■ Committee members selected</li> <li>■ Schedule determined</li> <li>■ Self-study begins – gradual preparation of program review binder</li> </ul>	<ul style="list-style-type: none"> <li>■ Committee phase</li> <li>■ Research conducted, which may include:               <ul style="list-style-type: none"> <li>□ Focus groups</li> <li>□ Surveys</li> <li>□ External reviews</li> <li>□ Peer studies</li> <li>□ Document analysis</li> <li>□ Internal process studies</li> </ul> </li> <li>■ Chairs lead committee through analysis of self-study, gathering of data, writing of <b>findings</b> and making <b>recommendations</b></li> <li>■ Meeting with unit head</li> <li>■ Final report written</li> <li>■ Meeting between Mr. King and AVP to discuss objectives</li> <li>■ Agreed upon recommendations become objectives in planning database</li> </ul>	<ul style="list-style-type: none"> <li>■ Approximately 8-10 months after end-of-phase-2 meeting, Mr. King meets with AVP to discuss progress</li> </ul>

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# Phase 2 – Committee Phase

- The goal of the committee: **Conduct research** that results in an accurate list of **findings** concerning unit performance and a list of **recommendations** for unit improvement.
  - **Finding:** A statement of fact or discovery as a result of research. This can be “positive”, “negative”, reflect change, etc.
  - **Recommendation:** A specific suggestion that, if carried out, would likely result in improved unit quality/performance

# Sample Committee Timeline



# Phase 2: Committee Research

<i>Most studies will include</i>	<i>Some studies will include</i>
<u>Personal Interviews</u> – Individual attitudes and opinions. Issues	<u>Surveys</u> – For units with large numbers of customers
<u>External Reviewer</u> – Expert, outsider's review	<u>Peer Studies/Best Practices</u>
<u>Focus Groups</u> – Perceptions, trends, material for survey	<u>Internal Process Studies</u>
<u>Document Review</u> – Published reports, binder, websites, etc.	Etc.
<u>Committee Collaboration</u> – Committee members' existing knowledge base	

# Personal Interviews

- Unit head, unit members, AVP, Mr. King, key individual customers, etc.
  - Determine persons to be interviewed
  - Write interview questionnaires
  - Schedule one-on-one interviews

<b>AVP/Mr. King</b>	<b>Key Customers</b>	<b>Members of unit</b>	<b>Unit Head</b>
What do you consider to be the unit's strengths? Weaknesses?	As a customer, what seems to be your most consistent frustration with the unit?	Where do you feel pressure to perform beyond your abilities/resources?	What are the one or two most important needs your unit has to achieve future objectives?
What changes do you foresee for the unit in the coming 18-24 months?	Does the unit seem to understand your needs? Why or why not?	What changes would you like to see made to the way your unit functions?	What's one recommendation you hope the committee makes?
On what issue do you receive the most feedback concerning the unit, positive or negative?	If you were in charge of the unit, what would be the first change you would make?	How would you describe the morale of your unit? What factors influence it?	What do you think is the greatest misconception your customers have about you?



# External Reviewer

■ A knowledgeable professional from another institution/university who conducts an on-campus visit and review

- Work with the unit head to brainstorm possible reviewers
- Committee chairs contact candidate
- Arrange schedule
- Write to confirm schedule and expectations for study and report
- Committee chairs responsible for liaison with reviewer
- Related expenses from unit budget, normally, travel and lodging

## External Reviewer

1. Contact/Schedule
2. Written expectations
3. Visit
4. Report
5. Expense reimbursement

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# External Reviewer

- How does the unit compare to industry standards in terms of services and operation?
- What are best practices that the unit might consider adopting?
- Are there any gaps in the unit's legal or policy compliance?
- What changes would the external reviewer recommend?



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# Focus Groups

- A gathering of 8-12 unit customers assembled to discuss unit performance through moderated discussion
  - A purposeful, yet informal discussion of issues
  - A questionnaire is used but not held to legalistically
  - Usually a moderator and at least one note taker
  - Normally, more than one focus group is conducted for a given review
  - Much more a discussion or dialogue than a “survey” – not all questions must be answered by all participants.

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# Focus Groups

## ■ Sample questions

- ❑ Let's talk about how you interact with the unit. What does that usually look like?
- ❑ As a group, let's see if we can list 7 ways in which the unit could be more effective.
- ❑ What are stories you can share that illustrate the unit's strengths and weaknesses?
- ❑ What are areas in which the unit doesn't seem to understand your particular needs?
- ❑ If you were put in charge of the unit, what's the first change you would implement?



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# Document Review

- If the self-study binder is included, all program reviews contain document reviews
- Otherwise: Previous program review reports, the unit's website, publication material, etc.
- Gather information concerning:
  - Key unit processes and procedures
  - How the unit communicates its purpose, services, and objectives internally and externally
  - Learn about the unit's strengths and weaknesses related to communication and organization



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# Committee Collaboration

- ❑ Committee members bring to the committee an existing knowledge and experience base. A committee that works well together can effectively harness this information to make very helpful recommendations.
- ❑ Committee members are chosen, in part, for their already-existing knowledge of and connection to the unit



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# Surveys

- Used when the unit has a broad spectrum of key customers throughout the university (Public Safety, Parking, Payroll, etc.)
  - Gather *quantitative* unit performance data
  - Measure customer satisfaction in key areas
  - Learn key strengths and areas of needed improvement

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# Survey Basics

- Pyramid approach – general to specific
- Potentially “loaded” or negative questions at the end
- Be as specific as possible with each question
- Think about making it easy to respond to:
  - Keep it short – five minutes or less
  - Assure confidentiality and anonymity
  - Provide an initial invitation and follow-up reminder

# Survey Questions

This...	Is better than this...
Of the following choices, what do you consider the appropriate fee for faculty/staff parking on campus?	Do you think it's fair that employees have to pay for parking on campus?
Please rate the level of friendliness you've experienced with the unit on the following scale.	Please rate the unit's friendliness and professionalism on the following scale.
Do you plan to use the unit's services in the next 30 days?	Will you use the unit's services in the future?
Please rank the following 5 unit services in order based on their importance to you.	Please rank the following 15 unit services in order based on their importance to you.
Do you know the processor in your desktop computer? If yes, please write it in the space provided.	Do you use the Pentium 17.6 giga-processor in your current desktop computer?
Please rate the unit's handling of paperwork on the following scale.	How often has the unit lost your paperwork?

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# Survey Resource Team

- Stuart Broughton (broughsa, x86889)
- Brian Charette (charetbj, x84248)
- Esther Nizer (nizerem, x82842)
- Kim Thompson (thompskf, x84248)
- Suzanne Vance (vancesn, x84101)



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# Peer Studies/Best Practices

- Knowledgeable industry professionals (5-10) at other universities, institutions
- Used when the unit has a particularly technical function or requires a level of specialized expertise, certification, etc.
- Units in IT, Finance, and Public Safety particularly

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# Peer Studies/Best Practices

- Potential Questions for Phone Interviews:
  - Briefly describe your unit's key functions and services.
  - How many staff? Full-time? Part-time?
  - Annual budget?
  - Who are your primary customers?
  - What do you expect will be the most important factors affecting your work in the next 24 months?
  - Of what service elements are you most proud?
  - What changes have you made in the past year to improve your customer service?
  - Which of your services do you consider at a “best practice” level. Please describe what you do for each.



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# Internal Process Studies

- Used when the unit's customer service performance is *highly* dependant on internal processes, data flows, document management, etc.
- Payroll, Accounts Payable, HR, etc.
- Why:
  - Learn where customer service performance is hindered by internal flow issues
  - Learn obstacles related to organization and/or process

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# Internal Process Studies

- Paperwork – Is it handled accurately and efficiently?
- Data – Is it entered efficiently, always secure, and managed in accordance with relevant law and policy?
- Does information flow lead to effective customer service?
- What are they doing only because “*we’ve always done it that way...*”?

