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# AF Program Reviews 101

## Today's Objectives

- Introduce you to the new divisional program review protocol
- Provide an overview of the elements of the three phases involved in the process
  - Phase 1: Unit self-study
  - Phase 2: Committee phase
- Answer your questions about the process

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# Why Program Reviews?

1. **Comply with SACS accreditation requirements**
  - Establish a formal unit review process
  - Conduct two formal reviews within the 10-year SACS reaccreditation cycle
    - Focus on objectives, assessment, and planning
2. **Assist units to incrementally improve**
  - Setting and completion of unit objectives
  - Quality of work performed
  - Level of customer service

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# Old and New Protocols

- Old Protocol
- New Protocol
  - Key differences:
    - Emphasis on unit *self*-study
    - More time for unit preparation
    - Less time for committee participation
    - More intentional recommendations/follow-up process
    - Committee chair *teams*
    - Participation on committees part of job description
    - More resource tools – website, workshops, etc.

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# Old and New Protocols

## ■ New Protocol

### □ Key similarities

- Objectives of the review are the same
- Committee chairs/committee are of central importance
- Research elements are effectively the same (surveys, focus groups, internal studies, external reviewer, peer study, etc.)

# 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 set 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>

# Phase 1: Self Study

- Conduct research/writing that leads to the development of a “binder”

<i>Most binders will include</i>	<i>Some binders will include</i>
Mission vision values	Relevant budget info
Updated job descriptions and EWP's	Internal audit reports
<u>Goals and objectives</u>	Samples of past customer research, surveys, etc.
<u>Updated policies &amp; procedures</u>	Past accomplishments
Org chart	Recommendations for questions to be asked of core customers
<u>S.W.O.T Analysis</u>	Previous program review reports
<u>The names of key customers and customer groups</u>	
<u>The names/contact info of key peers</u>	
The unit's objectives for the review – what do they want to know? What issues are they facing?	

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# Mission, Vision, Values

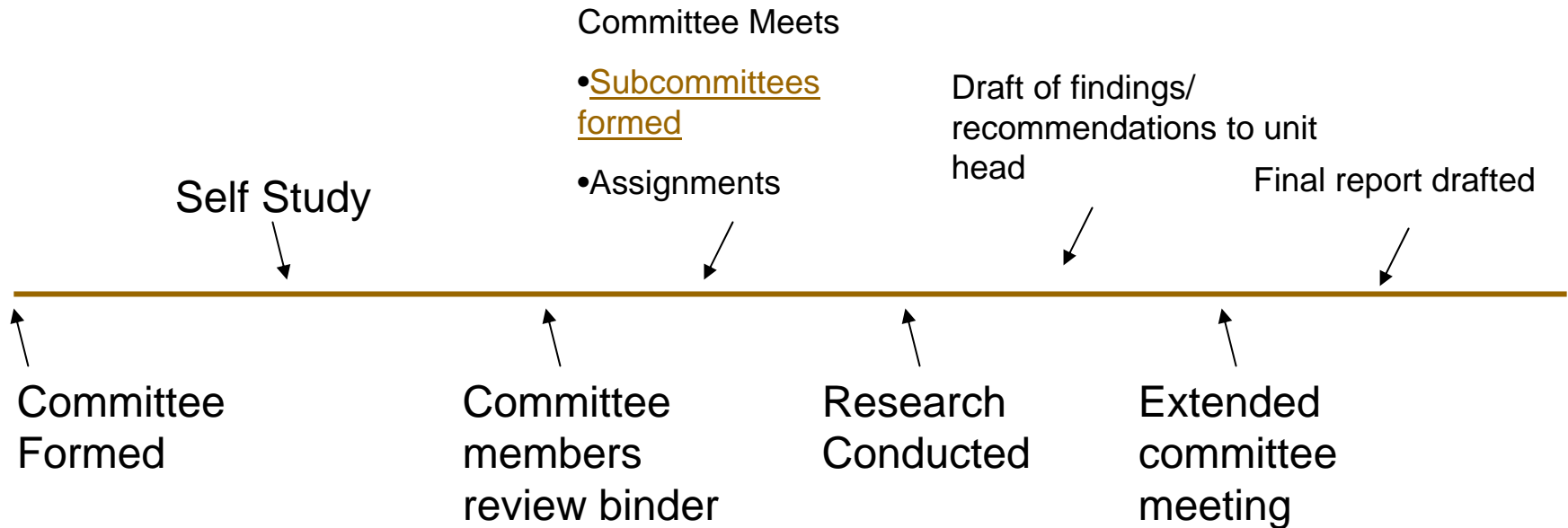
- Any statements that the unit uses to define its central purpose
- What is the unit's mission and how does that connect to divisional and university mission?

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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
  - **Recommendation:** A specific suggestion that, if carried out, would likely result in improved unit quality/performance

# Sample Committee Timeline (Phase 2)



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# Phase 2, Conclusion

- Final report is sent to unit head, AVP, and Mr. King
- Any recommendations made by the committee that are agreed upon by the AVP and Mr. King, become objectives written into the planning database.

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# Goals and objectives

- Objectives on the planning database
- Internal objectives
- Major future initiative for change/improvement



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# Updated Policies & Procedures

- Every unit must have an up to date policies and procedures manual, either in print, electronically, or both
  - Policies: Important unit policies, rules, standards, etc.
  - Procedures: Step by step procedures for each primary function



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# S.W.O.T. Analysis

- A process by which members of the unit collaboratively discuss and determine:
  - Strengths: The unit's strengths in terms of productivity, quality, customer service, worker satisfaction, etc.
  - Weaknesses: The opposite of strengths
  - Opportunities: Current and potential future events that will provide the unit with an opportunity to improve or add to services and/or performance
  - ← □ Threats: Current and potential future obstacles

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# Key Customers & Customer Groups

- The names and contact information for key individual customers
- The names of departments, units, teams, that are considered core customer groups.



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# Peers

- Names, titles, and contact information for persons at other universities/institutions that perform the same or similar work.
  - If the external reviewer has not been determined, this information can help
  - If a peer study is to be done, the unit can best determine who at other institutions is able to provide the most helpful analysis



# Strengths

- What specifically does the unit do well?
  - Verified customer service success
    - “High scores on recent customer survey”
  - High employee morale, teamwork
    - Low turnover, warm culture, effective conflict management, etc.
  - Overcoming obstacles, adapting to change
    - “We successfully navigate changes, differing customer demands, etc.”
  - Quality performance
    - “We very rarely receive complaints from customers or those to whom we report”
  - Etc



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# Weaknesses

- What specifically does the unit struggle with?
  - Verified and consistent customer complaints
  - Low employee morale, teamwork
    - High turnover, poor conflict management, etc.
  - Reticence to change
  - Frequent mistakes in a particular area, errors
  - Poor customer access (geography, technology, etc.)
  - Understaffed or resourced
  - Etc



# Opportunities

- What are potential chances for improvement/success?
  - New position(s)
  - Change in legislation or policy that will allow more freedom of operation
  - New unit responsibilities
  - New core customer groups
  - Changes in organization/structure
  - New technology becoming available
  - Competition
  - Etc.



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# Threats

- Potential obstacle to mission, vision, objectives
  - Reduced funding
  - Loss of key personnel
  - Changes in legislation or policy that will create obstacles
  - Competition
  - Exclusive knowledge-holders
  - Potential ethics issues
  - Changes in organization/structure
  - Etc



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# Potential Subcommittees

- Focus group
- Survey
- Internal study
  - Employee interviews
  - Analysis of processes and procedures
- Peer review
- Report writing
- Etc.

