**Administration & Finance Program Reviews**

**Alternate Cycle Overview**

**(Updated Summer 2023)**

Purpose

* To comply with SACSCOC accreditation requirements
* To maintain a formal unit review process
* To conduct two formal reviews every 12 years
* To focus on unit objectives, assessment, and planning
* To assist units to incrementally improve
* To ensure setting and completion of unit objectives
* To evaluate the quality of work performed
* To continuously improve the quality of customer service

Steps

# **Phase 1 Tasks – SWOT and Materials Gathered (Self-Study Phase)**

# **People Responsible:** Unit Head and AVP

# **Timing:** One Semester

* SWOT analysis is completed (involving the entire unit or 7-10 key leaders where appropriate) – Contact Talent Development to seek assistance with facilitation of the SWOT analysis
* As a result of the SWOT analysis, at least two new objectives are written to assist in addressing weaknesses and/or threats
* Unit head then sends the following materials to the chair:
  + SWOT analysis and new objectives (noted above)
  + Up-to-date mission and/or vision statements
  + Up-to-date unit values
  + All other current recent Star Tool objectives including their current status (for the current year) and what action must be taken to complete them
  + A list of the recommendations/objectives agreed to during the previous unit Program Review with a report on the status of each including additional actions that must be taken
  + Any other materials the unit head, director, and AVP deem relevant or materials requested by the Team

**Phase 2 Tasks – Work of the Chair**

# **People Responsible:** Chair

# **Timing:** One Semester

* The chair reviews materials while corresponding with unit head as questions or points of clarification are needed
* The chair drafts a report (no more than four pages) addressing relevant issues including:
  + Overall performance on objectives developed as a result of the previous Program Review
  + Any weaknesses or gaps in performance that do not appear to be addressed by objectives
  + A listing of two or three key strengths, weaknesses, opportunities, and threats and associated objectives developed from the SWOT analysis
  + An overall summary of performance including findings and recommendations developed as a result of the study including any additional recommended action steps and/or objectives

**Phase 3 Tasks – Write Report and Brief Out**

# **People Responsible:** Chair**,** Unit Head, AVP

# **Timing:** 2 weeks after completion of Phase 2

* The chair submits the draft of the report to the unit head and AVP
* The unit head and AVP make suggestions/comments
* The chair amends the report as deemed necessary
* A copy of the final report is distributed to the following people: The VP, the AVP, The Director/Manager of the unit being studied, the coordinator of the Program Review Process, the administrative assistant to the VP.
* It includes:
  + A summary overview
  + Findings and recommendations
  + All documents generated as a result of the study

(The chair should use the template provided on [A&F Program Review Website](https://www.jmu.edu/avphr/programreviewresources/index.shtml) to write the report)

* The Senior Vice President meets with the AVP (and possibly the director or unit head) to discuss the report and resulting objectives