**Administration & Finance Program Reviews**

**Full Program Review 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**

# **People Responsible:** Committee Co-chairs and Unit Head

# **Timing:** 1 Semester

* Committee Chairs are assigned by the Program Review Coordinator
* Chairs meet with unit head and the appropriate Assistant/Associate Vice President
* Establish committee membership. A list of the committee members should be provided to the VP’s office. The VP will send an invitation to each committee member to participate. (Committees are typically made up of stakeholders and peers from outside the unit)
* Confirm schedule and associated due dates to ensure a timely completion of the program review
* Prepare background material for committee (this is called the “Self-study”) and is completed by the unit head and their team:

1. Unit mission;
2. List of customers, products and services;
3. Departmental resources (personnel, funds, space, equipment as needed to complete the review);
4. Organization chart;
5. Customer satisfaction information (such as previous customer satisfaction survey data);
6. Previous self-studies or unit evaluations to include an update on all recommendations including whatever next steps are required;
7. A list of the previous years’ Star Tool objectives including progress to date and next steps;
8. Other information as appropriate for the department being studied.

* Identify candidate(s) who may provide an effective external review (we typically use people from agencies inside the Commonwealth and who provide this service for travel expense only) Note: External Reviewers are eligible for a $1,000 fee plus expenses and typically spend one full day reviewing. The report from the external reviewer is due approximately two weeks after the visit or as agreed upon.
* Meet with departmental personnel to explain the process – at the discretion of the unit head

**Phase 2 Tasks**

# **People Responsible:** Committee Co-chairs and the Program Review Committee

# **Timing:** 1 Semester

* ***Initial Meeting, Review Committee (approximately 2 Hrs.)***
* Review self-study material received prior to meeting
* Prepare data gathering plan by research methodology (Including but not limited to interviews, peer studies, customer surveys, staff surveys, etc.)
* Form committees based upon data gathering plan (It is recommended that committees consist of the two co-chairs, six people)
* Assign committee members to data gathering subcommittees. Suggested assignments:
  + Interviews (1 PERSON)
  + Peer Studies (1 PERSON DRAFTS QUESTIONS, ALL MEMBERS DIVIDE AND CONTACT PEERS)
  + Survey – customers (2 PEOPLE)
  + Survey – staff (2 PEOPLE)
  + CHAIR: Manages the external reviewer visit
* ***Data Gathering, Co-chairs and Committee Members (As Assigned)***
* Conduct survey and draft subcommittee report
* Conduct interviews and/or focus groups and draft subcommittee report
* Conduct peer study and other data gathering tasks and related subcommittee reports
* Conduct external review and receive reviewer’s report
* Prepare and distribute subcommittee reports to committee members

The committee may consider other data gathering methods not listed including focus groups, process studies, etc. (See resources on the [A&F Program Review Website](https://www.jmu.edu/avphr/programreviewresources/index.shtml) for assistance and suggestons)

* ***Committee Retreat, Committee Members (1 Day) Note: A day-long retreat may be held at the discretion of the Program Review Co-chairs. Other methodology may be used to draft findings and recommendations.***
* Discuss subcommittee report findings
* Receive unit head’s comments on reports
* Draft findings and associated recommendations
* ***Completion, Committee Co-chairs***
* Combine subcommittee reports into a draft *Program Review Report* and distribute to unit head/director and committee members for critique
* Amend report based on unit head/director and committee comments
* Forward final report as a PDF document to the VP and copy the AVP, Unit Head/Director, the administrative assistant to the VP, and the program review coordinator. (Follow up by emailing a Word version of the report to the program review coordinator.)
* Meet with AVP and VP – at their discretion – to review report (otherwise they can meet together with the unit head/director to discuss the report)
* Meet with departmental personnel to review report – at the discretion of the unit head/director
  + Decide which action items will be added as objectives in the Star Tool

**Phase 3 Tasks**

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

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

* Senior Vice President meets with the AVP (and possibly the unit head/director) to discuss progress.

**Additional Requirements to Ensure Success**

* Interview AVP and Unit Head/Director formally as part of the program review.
* Brief-in at the beginning of the process and then brief-out with Unit Head/Director at the end of the process.
* The Program Review Chair should ask the Unit Head/Director how the committee can assist them.
* Stick to the goal of providing support for the unit. We are not out to catch the department doing something wrong.
* Balance positives and constructive criticism.
* Use the “findings and recommendations” format in the final report. Each recommendation should be bolstered or supported by fact-based findings. Any readers should be able to connect the facts to a recommendation.
* Support findings and recommendations with two or more sources (survey, interviews, external reviewer, focus groups, data review, observations, etc.) if possible.
* Keep the Unit Head/Director informed as you complete your work (quick, short emails).
* Focus on the quality of recommendations and not the quantity.
* The Unit Head/Director should be given the opportunity to review and modify the report before it is finalized.