

Collaboration  
Respect  
Responsibility  
Excellence  
Diversity  
Integrity  
Balance  
Learning

# **Program Reviews in Student Affairs & University Planning Part 2**

*As we grow, our student-centered efforts will ensure that every student contributes to and is transformed by exceptional learning experiences.*

# Why We Do Program Reviews

(in priority order)

1. Help improve the department's contribution to the university's mission.
2. Help improve departmental performance in support of the department's mission, vision, and values.
3. Help improve our service to our constituents.
4. In compliance with university policy.
5. In compliance with SACSCOC mandates for continuous performance improvement ("The SACS Cycle").

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# Typical Timeline

| Unit   | Director/Program Review Lead | Previous Reviews | Co-Chairs                         | Initial Meeting with AVP, Director, & Co-chairs | Phase 1: Self-Study Begins | Second Meeting with AVP, Director & Co-chairs | Phase 2: Committee Phase Begins | Committee Draft Report to AVP & Director | Final Report to Mark (copied to Brian) by: | Mark meets with AVP, director, and co-chairs by: |
|--|------------------------------|------------------|-----------------------------------|---|----------------------------|---|---------------------------------|--|--|--|
| Counseling & Student Development Center <sup>1</sup> | David Onestak                | 04, 08           | Brian Charette, Sarah Sunde       | <a href="#">5/15/13</a>                         | 6/1/13                     | 9/10/13                                       | 10/1/14                         | 2/15/14                                  | 3/1/14                                     | 3/15/14  |
| Disability Services                                  | Valerie Schoolcraft          | 00, 09           | Dave Barnes<br>Kevin Meaney       | <a href="#">7/15/13</a>                         | 8/1/13                     | 11/10/13                                      | 1/1/14                          | 3/15/14                                  | 4/1/14                                     | 4/15/14  |
| Orientation  | Tisha McCoy-Ntiamoah         | 00, 09           | Frank Doherty,<br>Michael McCleve | <a href="#">8/15/13</a>                         | 9/1/13                     | 12/10/13                                      | 1/1/14                          | 3/15/14                                  | 4/1/14                                     | 4/15/14  |

- **Key Elements**

- Day 0 - Program Review Leadership Team initial meeting
- By day 15 - Self-Study Begins
- By day 110 - Program Review Leadership Team update meeting
- By day 120 - Self Study “Binder” to chairs. Committee phase begins.
- By day 210 - Draft report to AVP & Director
- By day 225 - Report to Mark
- By day 240 - Final meeting
- By day 245 - Resulting recommendations loaded into the department’s planning database

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# Initial Meeting

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|--|------------------------------|------------------|--------------------------------|---|----------------|-------------------------|--------------------|------------------------|----------------------|--------------------------------|
| Counseling & Student Development Center <sup>1</sup> | David Onestak                | 04, 08           |                                |   |                |                         |                    |                        |                      |                                |
| Disability Services                                  | Valerie Schoolcraft          | 00, 09           |                                |   |                |                         |                    |                        |                      |                                |
| Orientation  | Tisha McCoy-Ntiamoah         | 00, 09           |                                |   |                |                         |                    |                        |                      |                                |
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| Orientation  | Tisha McCoy-Ntiamoah         | 00, 09           | Frank Doherty, Michael McCleve | <a href="#">8/15/13</a>                         |                |                         |                    |                        |                      |                                |

- Initial Meeting
  - Review/confirm timeline/deadlines
  - Draft names for committee
  - Confirm the expected content of the self-study binder
  - AVP/director communicate expectations/ areas of focus
  - Discuss potential for peer or external review
  - Establish external standard (CAS or otherwise)
  - etc.

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# Initial Meeting

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| Disability Services                                  | Valerie Schoolcraft          | 00, 09           | Dave Barnes, Kevin Meaney      | 7/15/13   |                     |                    |                        |                      |                      |
| Orientation  | Tisha McCoy-Ntiamoah         | 00, 09           | Frank Doherty, Michael McCleve | 8/15/13   |                     |                    |                        |                      |                      |

- Review/confirm timeline and deadlines
  - Each member of the review leadership team agrees on fixed deadlines throughout that conform to the guidelines.
  - Schedule issues (department work flow, holidays, summer, etc.) are anticipated and discussed.

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| Disability Services                                  | Valerie Schoolcraft                  | 00, 09           | Dave Barnes, Kevin <a href="#">Meaney</a>      | <a href="#">7/15/13</a>                         |                     |                    |                        |                      |                      |
| Orientation  | <a href="#">Tisha McCoy-Ntiamoah</a> | 00, 09           | Frank Doherty, Michael <a href="#">McCleve</a> | <a href="#">8/15/13</a>                         |                     |                    |                        |                      |                      |

- Draft names for committee
  - Agree on the approximate size of the committee
  - Discuss potential for subcommittees
  - Draft names of potential committee members for committee chairs to invite
    - Representative from OIR
    - Key constituents/customers (in SAUP or otherwise)
    - Faculty?
    - Students?
    - Community members?

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- Confirm expected content of self-study binder
  - Department mission/vision/values, org chart
  - Full department SWOT results
  - Updated, complete, written departmental policies and procedures
  - Full report on comparison with external standard
  - Key short- and long-term objectives/initiatives
  - Report on previous program review recommendations
  - Recent assessment data as applicable
  - etc.

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- AVP/director communicate expectations/ areas of focus
  - The review must consider the entire department broadly, but may also include an area of focus.
    - Recent initiative
    - Particular constituent groups
    - Planned future changes
    - A particular program or service
    - etc.

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| Orientation  | <a href="#">Tisha McCoy-Ntiamoah</a> | 00, 09           | Frank Doherty, Michael <a href="#">McCleve</a> | <a href="#">8/15/13</a>                         |                     |                    |                        |                      |                      |

- Discuss potential for peer or external review
  - Peer study
    - Interview directors of similar departments statewide
  - External review
    - Analysis and report by external expert/consultant paid or otherwise

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- Establish comparative industry standard
  - CAS or other

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# Committee Phase

| Unit   | Director/Program Review Lead | Previous Reviews | Co-Chairs     | Initial Meeting with AVP, Director, & | Phase 1: Self-Study Report | Second Meeting with AVP, Director & | Phase 2: Committee Phase Begins        | Committee Draft Report to AVP & Director            | Final Report to Mark (copied to Brian) by:        | Mark meets with AVP, director, and co-chairs by:        |
|--|------------------------------|------------------|---------------|---------------------------------------|----------------------------|-------------------------------------|--|---|---|---|
| Counseling & Student Development Center <sup>1</sup> | David Onestak                | 04, 08           | Brian Sarah   |                                       |                            |                                     | <b>Phase 2: Committee Phase Begins</b> | <b>Committee Draft Report to AVP &amp; Director</b> | <b>Final Report to Mark (copied to Brian) by:</b> | <b>Mark meets with AVP, director, and co-chairs by:</b> |
| Disability Services                                  | Valerie Schoolcraft          | 00, 09           | Dave Kevin    |                                       |                            |                                     | 10/1/14                                | 2/15/14   | 3/1/14  | 3/15/14   |
| Orientation  | Tisha McCoy-Ntiamoah         | 00, 09           | Frank Michael |                                       |                            |                                     | 1/1/14                                 | 3/15/14   | 4/1/14  | 4/15/14   |

## 1. Organization

*Before first committee meeting*

- Engage external reviewer if applicable
- Finalize committee roster
- Determine number/scope/scheduling of committee meetings
- Determine research methods
- Determine subcommittees as applicable

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# Committee Phase

| Unit   | Director/Program Review Lead | Previous Reviews | Co-Chairs     | Initial Meeting with AVP, Director, & [unclear] | Phase 1: Self-Study Report | Second Meeting with AVP, Director & [unclear] | Phase 2: Committee Phase Begins        | Committee Draft Report to AVP & Director            | Final Report to Mark (copied to Brian) by:        | Mark meets with AVP, director, and co-chairs by:        |
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| Disability Services                                  | Valerie Schoolcraft          | 00, 09           | Dave Kevin    |   |                            |   | 10/1/14                                | 2/15/14   | 3/1/14  | 3/15/14   |
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## 1. Organization

- Hold initial meeting
  - Review of self-study binder
  - Discussion of research
  - Make assignments
  - Communicate firm timeline/deadlines
  - *(Suggest having AVP and director make initial comments.)*

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# Committee Phase

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|--|------------------------------|------------------|---------------|---|-------------------------------|---|------------------------------------|---|--|--|
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| Unit   | Phase 2: Committee Phase Begins | Committee Draft Report to AVP & Director | Final Report to Mark (copied to Brian) by: | Mark meets with AVP, director, and co-chairs by: |
|--|---------------------------------|--|--|--|
| Counseling & Student Development Center <sup>1</sup> | 10/1/14                         | 2/15/14                                  | 3/1/14                                     | 3/15/14  |
| Disability Services                                  | 1/1/14                          | 3/15/14                                  | 4/1/14                                     | 4/15/14  |
| Orientation  | 1/1/14                          | 3/15/14                                  | 4/1/14                                     | 4/15/14  |

## 2. Research/Study

- External review independent activity
- Possible committee activity
  - External interviews
  - Focus groups
  - Survey
  - Peer study
  - Internal interviews
  - Industry standard analysis
  - etc.

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# Committee Phase

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## 3. Reporting

- For findings, triangulate data from multiple sources
- The outcomes for the review are central to the report - findings and recommendations
- First draft of the report is reviewed by the AVP and Director
- Copy of final report to Mark, AVP, director, Brian and Tina
- Agreed upon recommendations are loaded onto the planning database and monitored/developed/tracked into the future.

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## University Planning & Analysis

### SAUP Program Review

[Overview & Guidelines](#)

[SAUP Program Review Schedule](#)

[Program Review Resources](#)

### Strategic Alliances

#### Related Sites:

[Office of Institutional Research](#)

[Division of Student Affairs & University Planning](#)

[JMU Master Plan](#)



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## SAUP Program Review

Welcome to the Student Affairs and University Planning Program Review Website. Here you'll find the information and resources you need to be part of our program review process, whether you're the director of the unit being studied, a co-chair, or committee member.

We conduct program reviews for five specific reasons (listed in order of importance):

1. To help improve the department's contribution to the university's mission.
2. To help improve departmental performance in support of the unit's mission, vision, and values.
3. To help improve our service to our constituents.
4. To remain in compliance with university policy.
5. To remain in compliance with SACSCOC mandates for continuous performance improvement.