

# **Administrative Program Review Guidelines**

**2010-2011**

Western Nevada College

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# 2010-11 ADMINISTRATIVE PROGRAM REVIEW GUIDELINES WESTERN NEVADA COLLEGE

## PURPOSE

Program review is a significant collaborative effort between all employees at the college because all academic and administrative programs take part. A systematic evaluation of programs can have a profound effect on college decision-making in areas such as: the setting of program and college priorities; hiring plans; budget and space allocations; curriculum development; and program offerings and sizing.

Program review is shaped not only by the larger institutional context, but also by the culture of the program being reviewed. Flexibility is built into the process, allowing each program to determine goals, outcomes, and measures that meet student outcomes assessment, institutional effectiveness, and accreditation requirements. It is expected that each program's review reflects information gathering, self-review, and continuous and on-going planning and decision-making based on the information gathered. During the program review process, five years of assessment data and reports are collected and submitted as part of the program review report.

Ultimately, the benefit to a program undergoing review is directly related to the seriousness with which the process is approached. Program faculty and staff who spend time clarifying the issues, developing their assessment plans and self-study, and focusing on implementing the resulting recommendations experience the most improvement and benefit.

What makes this investment of time and energy worthwhile? The ultimate answer is that the process can help program faculty and staff identify and maintain their strengths and concentrate on a program's weaknesses to the benefit of their students and the communities they serve. But there are other benefits as well. Program review:

- Aligns program mission with the college mission.
- Builds consensus around program goals and outcomes.
- Provides meaningful assessment data.
- Builds community and helps to set collective priorities.
- Evaluates progress.
- Tells a program's story.
- Informs recruitment and hiring.

Program review is a major undertaking that makes considerable demands on program faculty, staff, administrators, and others in the college; however, the self-study process has the potential to yield invaluable information that can be used to guide program improvements. Program reviews can foster more informed decision-making and more intentional allocation of resources. They can help program faculty and staff do more of what they care about the most and do it better.

The purposes of program review and the expectations related to the process are outlined in [Policy 14-1-1: Assessment and Evaluation](#).

## OVERVIEW

The program review self-study process begins in May the year before the program review report is due. Each program review is the responsibility of an appointed Program Review Team (PRT) with input from designated internal and external reviewers. Since the purpose of program review is to provide a thorough and reflective evaluation of a specific program, it is critical that teams be comprised of knowledgeable people from within the program.

Program review scheduling began with the Strategic Planning and Institutional Effectiveness Committee (SPFIE) and is now coordinated by the Institutional Research staff in cooperation with the Program Assessment and Review Committee (PARC) and the vice presidents. Questions regarding the process should be referred to the chair of PARC or to Institutional Research staff.

PARC invites all colleagues who complete the program review process to submit to the chair of PARC suggestions on how to improve the review process. Suggestions may be made during the review process or at the end of the review cycle; however, changes to the review process will not be made until the next period of review.

PARC's WestNET page: <https://intranet.wnc.edu/committees/parc/>

## TIMELINE

The stakeholders for each step in the process are listed in **boldface**.

Links are provided to relevant templates and guidelines published on the Institutional Research website (<http://www.wnc.edu/institutional/>).

### April-May 2010: Program Review Process Introduction

**program administrators | PARC**

1. Members of PARC introduce the program review process to program administrators (these could be vice presidents, deans, directors, or coordinators) who will be responsible for program reviews in the coming year.

### June-September 2010: Selection of PRT Members

**program administrator | program faculty and staff | dean (if applicable) | vice president | PARC chair**

2. The program administrator consults with program faculty and staff and the dean (if applicable) and vice president to determine membership of the PRT. The PRT will consist of the program administrator and additional faculty and personnel from within the program.
3. The program administrator forwards the team members' names to the chair of PARC. The PRT will be headed by a chair appointed by the dean or vice president.

### September 2010: Selection of Internal and External Reviewers

**PRT | dean (if applicable) | vice president | internal and external reviewers | PARC chair**

4. The PRT consults with the dean (if applicable) and vice president to select internal and external reviewers.

The external reviewer should be an administrative faculty or staff member from another college or university working in a similar department or someone working in a relevant business or industry.

The internal reviewer should be a WNC faculty or staff member who works outside of the program being reviewed.

5. The PRT chair forwards the names of the internal and external reviewers to the chair of PARC.

## September 2010: Commencement of Self Study

### PRT | Institutional Research

6. The PRT begins meeting to work on the self-study report. Elements of the program review report are described in detail in the next section of this document.
7. The PRT works with Institutional Research staff to prepare for the fall Program Review Survey administered online to all employees. This survey, designed to gather evidence of effectiveness and satisfaction, consists of a set of core questions asked about every administrative program conducting a review. In addition, each PRT may write an additional set of questions to include in the survey.

#### Survey timeline:

- |                |   |
|----------------|---|
| <b>Oct. 11</b> | Deadline for submitting set of additional survey questions to Institutional Research. |
| <b>Nov. 15</b> | Survey invitation sent via e-mail to all WNC employees.                               |
| <b>Nov. 30</b> | Survey closed.  |
| <b>Jan. 14</b> | Results sent to PRTs.   |

2009 survey instrument: [http://www.wnc.edu/files/departments/institutional/survey\\_instrument.pdf](http://www.wnc.edu/files/departments/institutional/survey_instrument.pdf)

## November 2010: Assistance from PARC

### PRT | PARC

8. Members of PARC contact the PRTs to discuss the program review survey results provided by Institutional Research. If the vice president wishes to arrange a spring site visit and exit interview for the internal and external reviewers, members of PARC will also discuss the nature of the events that will take place when the external reviewer comes to campus for those events.

PARC can assist the PRT with the development of a Five-Year Assessment Plan, which is submitted as part of the program review report. The plan serves as a framework for annual outcomes-based assessment activities to be conducted during the next five-year review period. The plan gives a brief summary of the outcomes to be assessed, the year or years in which each outcome will be assessed, and the assessment methods to be used.

To document plans for and results of these assessment activities in greater detail, assessment plans and reports are submitted in May each year for each of the assessment activities listed in the Five-Year Assessment Plan. These assessment reports then become part of the next program review report.

## December-February 2010: Planning for Site Visit and Exit Interview *(optional for administrative programs)*

### PRT | vice president | internal and external reviewers

9. If the vice president requires a site visit, the PRT works with the vice president to finalize the agenda, which could include a morning session with the PRT, PARC members, the dean (if

applicable), and the vice president; a focus group session exclusively between the internal and external reviewers and randomly selected students (Institutional Research provides the list of students and their contact information); a tour of program facilities; and an afternoon exit interview with the president, vice president, dean (if applicable), members of PARC, and the PRT.

## **March-April 2011: Submission of Final Report**

**PRT | program administrator | dean (if applicable) | vice president | president | internal and external reviewers | PARC**

10. The PRT sends copies of the program review report to the internal and external reviewers, president, vice president, dean (if applicable), and members of PARC one month in advance of the site visit and exit interview, if scheduled.
11. The internal and external reviewers examine the program review report and engage in additional research as necessary in order to identify program strengths and recommend improvements.

## **April-May 2011: Site Visit and Exit Interview (*optional for administrative programs*)**

**PRT | dean (if applicable) | vice president | president | internal and external reviewers | PARC | transcriptionist**

12. The internal and external reviewers spend the morning discussing the self-study and related information with the PRT, PARC, the dean (if applicable), and the vice president. The internal and external reviewers then meet with a focus group of randomly selected students (Institutional Research provides the list of students and their contact information). Finally, internal and external reviewers complete an exit interview with the president (depending on her availability), vice president, dean (if applicable), the PRT, and PARC.
13. The discussions on the day of the site visit, including the exit interview with executive faculty, will be transcribed by staff appointed by the dean or vice president and delivered to the PRT and the internal and external reviewers.

## **May-June 2011: Internal and External Reviewer Reports**

**PRT | dean (if applicable) | vice president | president | internal and external reviewers | PARC**

14. The internal and external reviewers write reviewer reports and send them to the PRT. If a site visit and exit interview took place, these reports should be completed within 30 days of receipt of the exit interview transcript. The internal and external reviewers may choose to collaborate on one report. The PRT forwards these reports to members of PARC, the dean (if applicable), the vice president, and the president.

The reports should include commendations as well as recommendations, emphasizing recommendations for improvements that require no new resources. The suggested organization for the report is as follows:

- Program strengths and weaknesses
- Strategies for improvement
- Evaluation of the internal or external review process, site visit and self-study document

Guidelines for internal and external reviewers:

[http://www.wnc.edu/files/assessment/guidelines\\_for\\_internal\\_and\\_external\\_reviewers.pdf](http://www.wnc.edu/files/assessment/guidelines_for_internal_and_external_reviewers.pdf)

## September-October 2011: Exchange Feedback

**PRT | dean (if applicable) | vice president | president | PARC**

15. The PRT and PARC exchange feedback on the program review findings and process during a PARC meeting. During this meeting, PARC will give recognition to the PRT for their efforts, go over the report, and offer assistance in completing the Action Plan. After the meeting, PARC completes the PARC Administrative Program Review Feedback Form, and the chair of PARC signs it. Copies of the PARC Administrative Program Review Feedback Form should be provided to the president, vice president, dean (if applicable), and the PRT.

## October-December 2011: Create Action Plan

**PRT | dean or vice president | PARC**

15. The dean (if applicable) and vice president will hold a meeting with the PRT and program faculty and staff to discuss the findings and recommendations that came out of the program review process. They will work together to finalize an Action Plan that addresses the recommendations. The Action Plan form utilizes a table to align program goals with recommendations, and it also provides a means for the dean (if applicable), vice president, and the president to record responses to the Action Plan items and to pledge any needed resources, if any were identified. The Action Plan will be archived with the final report.

Action Plan template:

[http://www.wnc.edu/files/assessment/administrative\\_program\\_review\\_action\\_plan\\_-rev..doc](http://www.wnc.edu/files/assessment/administrative_program_review_action_plan_-rev..doc)

## REPORT ELEMENTS

### 1. Program Description

*No more than two pages, not including supporting documents.*

- A. College and Program Mission:** The college mission and program mission are presented side-by-side in a table to show how the college and program missions align. The program mission states the purpose of the program; names its primary functions, activities and stakeholders; supports the college mission; and is distinctive.

College Mission	Program Mission
Western Nevada College inspires success in our community through opportunities that cultivate creativity, intellectual growth and technological excellence, in an environment that nurtures individual potential and respects differences.	

- B. College and Program Goals:** The College Strategic Goals and the program goals and related outcomes are presented side-by-side in a table to show how they align.

College Goals	Program Goals and Outcomes
<ul style="list-style-type: none"> <li>• Improve student success in program completion and graduation rates</li> <li>• Ensure institutional excellence in teaching, programs and services</li> <li>• Embrace our college's many communities and respond to their diverse needs.</li> </ul>	

- C. Short Description:** Include the following information (append supporting documents as appropriate):

- i. Unique characteristics
- ii. Concerns or trends affecting the program
- iii. Significant changes or needs in the next five years
- iv. Niches in the community the program serves.

### 2. Quality of Program

- A. Faculty and Staff Information:** Provide data on professional and classified personnel, including an overview of each position's responsibilities and the degrees and qualifications of those occupying the positions.

- B. Evidence of Effectiveness:** Summarize five years' worth of assessment activities, results of those assessments, and use of results for program improvement. A Five-Year Assessment Plan that covers the next review period will be submitted along with the report. The chair of the PRT should consult with Institutional Research regarding the availability of data.

Five-Year Assessment Plan:

[http://www.wnc.edu/files/assessment/five-year\\_administrative\\_assessment\\_plan.doc](http://www.wnc.edu/files/assessment/five-year_administrative_assessment_plan.doc)

- C. Evidence of Satisfaction:** Provide data to demonstrate evidence of satisfaction with the program. Survey data, including the Program Review Survey, CCSSE and the Noel-Levitz Student Satisfaction Inventory, could be used. The chair of the PRT should consult with Institutional Research regarding the availability of data.

### **3. Findings and Recommendations**

Present the commendations and recommendations that are the result of the program review. If the review recommends any changes to the program, provide a detailed description of the specific plan of action to implement the recommendations and a timeline for implementation of the plan. These recommendations will also be included in the Action Plan.