



Student Life
Program Review Guidelines

Updated, July 2015

Table of Contents

Introduction.....3

Program Review Guidelines.....4

Phase 1: Pre-Review.....4

Phase 2: Self-Study.....6

Phase 3: External Review.....7

Phase 4: Action Plan & Implementation.....9

Appendix A1: Program Review Schedule.....10

Appendix A2: Program Review Timeline11

Appendix B: Program Review Coordinator Roles & Responsibilities12

Appendix C: Departmental Orientation Meeting Sample Agenda.....13

Appendix D: Self-Study Guidelines.....14

Appendix E: Review Team Proposal Form.....15

Appendix F: Review Team Final Report Outline16

Appendix G: Departmental Implementation Plan.....19



Program Review Guidelines

The Departmental Program Review is designed to be a collaborative process that will enhance the mission of the Division of Student Life by providing opportunities for departments to assess, share, and improve their impact, services and quality of work. Each program review is an opportunity for the department to take a comprehensive and critical look at the unit, to clearly state and then evaluate strengths and weaknesses, and to determine future action needed. This process empowers departments within the Division of Student Life to think critically about their work and the impact it is making on the student experience at The University of Tennessee in an effort to continuously improve our campus and community.

All departments are encouraged to participate in the following steps to ensure a consistent, thorough and efficient Program Review Process.



Phase 1: Pre-Review

I. Notification of Program Review

The Associate Vice Chancellor for Student Life will contact Departmental Directors one year prior to the scheduled departmental review to determine preferred program review dates and to schedule a preliminary planning meeting. Reviews are held every five years, unless otherwise determined. Please see Appendix A for the most up-to-date program review schedule and timeline.

II. Appoint a Program Review Coordinator (PRC)

The departmental Director will recommend a PRC to be appointed by the Associate Vice Chancellor for Student Life. This individual should be a full-time staff member from within the Division of Student Life who is external to the department under review. The PRC is not a member of the review team.

The primary responsibilities of the PRC include:

- a. Serving as the main point of contact for the departmental Director and the Associate Vice Chancellor for Student Life during the Program Review process.
- b. Creating the schedule, coordinating logistics and serving as the main host for the external review panel site visit

(For a detailed list of program review coordinator roles and responsibilities please see Appendix B).

III. Department Orientation Meeting

The departmental Director, Program Review Coordinator and Associate Vice Chancellor for Student Life will meet to review the program review guidelines, roles and self-study protocol and process. This meeting will be a time to go over any questions or concerns the Director or Program Review Coordinator may have regarding the process. (see Appendix C for sample meeting agenda).

IV. Formation of the Self-Study Protocol

The departmental director will identify which self-study protocol is the most appropriate based on the department needs. The following options are primary choices for self-study protocol:

a. *Any mandatory or pre-existing professional accreditation process.* Certain departments are required to participate in accreditation processes for their units. As such, these units may use some or all of the pre-existing professional accreditation processes to fulfill some or all of their program review expectation. If a department will be using a professional accreditation process as part of their self-study protocol, this should be discussed in the Department Orientation Meeting.

b. *Student Life Self-Study Guidelines.* Self-Study guidelines have been created for the Division of Student Life which incorporates CAS Self-Assessment Guides for best practice. These guidelines focus on 12 key areas that are crucial to the success of each department. (see Appendix D for Self-Study Guidelines).

c. *CAS Self-Assessment Guides.* If applicable, the protocol should be inclusive of CAS Standards and the CAS Self-Assessment Guide(s) most closely related to the department participating in the program review. These can be acquired from the Associate Vice Chancellor for Student Life.

V. Formation of the Review Team

The Review Team will consist of three external experts in the field of work most closely aligned with the mission and purpose of the department under review.

The following criteria will be considered when identifying external reviewers:

A. The reviewer must have experience as a staff member in similar program at another institution.

B. Experienced reviewers with national reputations in their fields should be selected.

C. Reviewers should be both familiar and comfortable with The University of Tennessee, Knoxville but removed enough to avoid any potential bias or conflicts of interest.

Based on the criteria above, the process for forming and selecting the reviewers is as follows:

- a. The departmental Director will compile a list of five potential external reviewers, including reviewer names, current position/employer, and rationale for their inclusion (see Appendix E for Reviewer Proposal Form).
- b. This list will be presented to the Associate Vice Chancellor for Student Life who will in conjunction with the department director, extend an invitation to identified members to serve on the review team. The AVC may also contribute names for consideration based on current leaders in the field of work.
- c. Once the Review Team is confirmed, the AVC and director will extend a formal invitation to participate in the review.
- d. The Program Review Coordinator will work with the departmental administrative support member will coordinate all logistics regarding their visit, including but not limited to their travel, agenda, hotels, meals, and campus tour and all future communication leading up to their arrival.

Phase 2: Self-Study

I. Data and Artifact Collection

The departmental Director and members of his/her staff should collect all relevant data and artifacts to help tell the department's story to the external reviewers. Data collected may include pre/post assessment data, usage numbers, fiscal data, qualitative data, etc. Artifacts may include any relevant printed publications or reports. These will be integrated into the Self-Study report which will be shared with the Review Team (via the Program Review Coordinator) prior to the Review Team's arrival on campus.

II. Development of the Self-Study Report

Each program review should begin with a self-study. The self-study may be based upon existing data in most cases, but may also require the collection of new data in order to assess concerns such as customer satisfaction, student learning, retention & persistence, etc. Where available, professional standards established for the field should also be used.

Each department will prepare an in-depth self-study report prior to the on-site visit by the review team. The self-study report will contain the following:

- a. Table of Contents
- b. Executive Summary
- c. An introduction to the department including history and organizational framework
- d. Summary of relevant data

e. Overview of the following standards:

(adapted from CAS Self-Assessment Guides, August 2013)

- Departmental Mission
- Departmental Programs
- Organization & Leadership
- Human Resources
- Ethics
- Law, Policy & Governance
- Diversity, Equity & Access
- Institutional & External Relations
- Financial Resources
- Technology
- Facilities & Equipment
- Assessment & Evaluation

f. Key issues to be addressed by external review panel (challenges, concerns, etc.)

Additional resources or supporting documentation may be included in the Self-Study appendix. To the extent possible, the above guidelines should be addressed with supporting data. In some areas, professional associations may have already developed detailed standards for department review. In such cases, the self-study and site visit should incorporate these guidelines & criteria. A detailed description of each standard from item e. is included in Appendix D.

III. Self-Study Submission

The departmental Director will submit a final draft of the Self-Study report to the appropriate AVC/Dean and Associate Vice Chancellor no later than one month prior to the on-site External Review. All documents should be shared electronically. The Program Review Coordinator will then share the Self-Study report with all members of the external Review Team prior to the on-site visit. Please work with Tim Boruff to determine the best way to share the documents electronically i.e. SharePoint, I:drive, etc.

Phase 3: External Review

I. Role and Purpose of the Review Team

A team of external reviewers will conduct a minimum two day on-site review. The Review Team should consist of up to three external reviewers who have not been employed by the department under review. It is recommended that the University reviewers are familiar with the work of the Division and/or the department undergoing review. The external reviewers should be viewed as experts in the field and/or functional areas and their role as reviewers is to provide expert, unbiased, professional opinion regarding the performance of a particular department after extensive research and interviews conducted during and before their site visit. The Department will be responsible for funding the costs associated with the Review Team's travel (i.e. meals, flights, etc.) and the office of the Vice Chancellor will provide up to

\$1500 honorarium per reviewer.

II. The Self-Study Report

As mentioned above, the Program Review Coordinator will share the Self-Study report electronically with all members of the external Review Team prior to the on-site visit. The Self-Study should also include any key issues, concerns or questions the department would like the external review panel to focus on while on campus.

III. Site Visit Itinerary

A detailed agenda for the external reviewer's visit should be established by the Program Review Coordinator prior to the review team's on-site visit. The external review team, Associate Vice Chancellor for Student Life, department members and departmental Director should all receive a copy no less than two weeks prior to the on-site review. The agenda should provide opportunities for the review team will speak to staff, customers, constituents, colleagues, students, and other related parties in conducting their review. It is important to create smaller groups to allow for more dialogue.

During the site visit, the external review team should meet with all of the department's key stakeholders. This may include (but is not limited to) members from the following groups:

- Departmental Staff (this includes exempt/non-exempt/graduate staff)
- Campus partners (colleagues within and outside of the division)
- Upper Administration
- Community partners
- Students
- Customers
- Alumni
- Employers

The review team will also provide an opportunity for constituents to arrange for individual appointments via phone or Skype if they are unable to attend sessions. All information gathered during the review process is designed to support and enhance the efficiency and effectiveness of the department. Therefore, information shared during individual and group interviews are for the use of the review team. It is important that we maintain a safe and welcoming environment for staff to share their informed perspectives. Statements made during the group interviews are not for public consumption and should be valued, respected and treated with a spirit of confidentiality.

Additionally, the review team should be provided ample time for meals, time spent with the departmental director and time spent at the conclusion of the review to begin

summary conversations for the purposes of the external review report. The on-site will conclude with a summary meeting including the Review Team, Departmental Director, Vice Chancellor for Student Life, and appropriate Assistant/Associate Vice Chancellor/Associate Dean of Students for Student Life.

IV. Accommodations

All travel, hotels and meals are coordinated on behalf of the Review Team by the Program Review Coordinator and the department administrative support staff member, and are all direct-billed to the university. Transportation to and from the airport is arranged for each member of the review team, and reviewers will be reimbursed for any expenses incurred en route to/from the review site. The PRC will also take every opportunity to provide the review team with a well-rounded Knoxville experience, including visiting off-campus dining locations, campus tours, etc.

V. External Review Report

Within four weeks of the external review team's campus visit, the reviewers are expected to provide a written assessment of the department, including departmental areas of excellence, and areas for improvement. The external review team should also include any other information they deem appropriate, including recommendations for future practice (both within the department, and within the larger university structure). Please see Appendix F for the suggested external review report outline.

This report will be shared initially with the departmental Director, Associate Vice Chancellor for Student Life, appropriate AVC/Associate Dean, and Vice Chancellor for Student Life. A follow-up meeting with these four individuals will be held the week following to discuss next steps.

Phase 4: Action Plan & Implementation

I. After the external review panel's report has been received, the department will develop an action plan in response. The action plan should correlate directly with the department's strategic plan and should include the following:

- a. Proposed goals
- b. Metrics to measure progress
- c. Timeline for completion
- d. Responsible parties
- e. Implementation strategy
- f. Evaluation process

An outline is included in Appendix G.

II. The action plan should be submitted to the Associate Vice Chancellor and appropriate AVC/Associate Dean of Students for review and approval within one month of the receipt of the review team’s findings. Once the plan has been approved, the department will commence with implementation of the plan and will report on progress in each year’s annual report.

Appendix A1: Program Review Schedule & Timeline

**Division of Student Life Program Review Schedule
 2011 – 2018**

Date	Department
Spring 2012	University Housing
Spring 2012	Counseling Center
Summer 2013	Conduct and Community Standards
Spring 2014	Sorority and Fraternity Life
Spring 2014	Career Services (April 27 – 29, 2014)
Spring 2015	Student Health Services (AAHC Accreditation Visit)
Spring 2015	Center for Student Engagement
Spring 2015	Center for Leadership and Service
Fall 2015	New Student and Family Programs
Fall 2015	Center for Health Education and Wellness
Spring 2016	Rec Sports
Spring 2016	Disability Services
Fall 2016	Student Media
Spring 2017	University Housing
Spring 2017	Student Counseling Center
Spring 2018	Student Union

Appendix A2: Program Review Timeline

Date	Activity	Time prior/post
	Notification of Program Review-AVC	12 months
	Finalize Program Review Dates-AVC & Departmental Director	12 months
	Recommend & appoint Program Review Coordinator-Director & AVC	8 months
	Department Orientation Meeting- Director, AVC, PRC	6 months
	Propose external review team- Director	6 months
	Create Self-Study Protocol- Director	5 months
	Approve & extend offers to external reviewers-AVC & Director	5 months
	Development of the Self-Study Report- Director	4 months
	Reserve hotel rooms, flights and catering for external reviewers- Administrative Asst.	3 months
	Reserve on-campus meeting spaces and off-campus dining locations for reviewers- PRC	3 months
	Create a draft itinerary for on-site review and share with AVC and appropriate supervisor for approval-Director	2 months
	Invite review participants to specific sessions- PRC	1 month
	Final Draft of the Self-Study Report due to AVC, director supervisor, and PRC- Director	1 month
	Final Self-Study Report submitted to review team- PRC	2 weeks
	Submit final itinerary/schedule to review team- PRC	2 weeks
	Onsite visit	

	External Review Report due- <i>Review Team</i>	1 month
	Action plan due- <i>Director</i>	2 months

Appendix B: Program Review Coordinator Roles & Responsibilities

The Program Coordinator will be recommended by the departmental Director and formally appointed by the Associate Vice Chancellor for Student Life. This individual should be a full-time staff member from within the Division of Student Life who is external to the department under review. The PRC is not a member of the review team.

The primary responsibilities of the PRC include:

1. Collaborate with the unit head on the following:
 - a. Creating an environment conducive to the program review process;

2. Ensure that the program review process meets the guidelines and expectations set forth in the program review guidelines.

5. Facilitate the external review team's campus visit
 - a. Assist with the development of the itinerary;
 - b. Distribute the on-site itinerary to review team and other campus administrators;
 - c. Schedule interview times for constituents to meet with members of the review team;
 - d. Prepare all necessary materials and reserve all necessary rooms and equipment;
 - e. Partner with administrative assistant to facilitate all travel, meals and other logistics;
 - e. Serve as the site host for the review team's campus visit;
 - f. Oversee all communication with the review team prior to and after their campus visit (including thank you notes, etc.)

Appendix C: Departmental Orientation Meeting Sample Agenda

I. Introduction to the Program Review Process

- a. Overview of program review guidelines/phases/roles
- b. Review the purpose of the program review process
- c. Confirm dates

II. Program Review Coordinator

- a. PRC role
- b. PRC suggestions

II. External Review Team

- a. Role of the Review Team
- b. Review Team suggestions/requests

III. Self-Study Protocol

- a. Review protocol to be used
- b. Overview of self-study categories

IV. Timeline review/Q&A

Appendix D: Self-Study Guidelines

Each department will prepare an in-depth self-study report prior to the on-site visit by the review team. The self-study report will contain the following:

Table of Contents

Executive Summary- A one-page document highlighting the contents of your self-study. Key data-points/strengths/challenges should be addressed in this portion.

An introduction to the department- include departmental history and organizational framework (org charts), constituents served, key data points, learning outcomes, etc.

Summary of relevant data- include data related to learning outcomes, program outcomes, usage, access, certifications, memberships, retention, etc.

Overview of the following standards:

(adapted from CAS Self-Assessment Guides, August 2013)

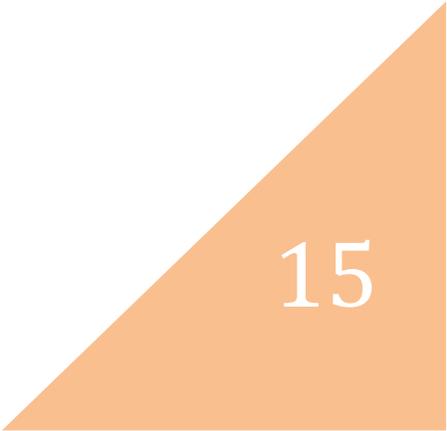
- Departmental Mission
- Departmental Programs
- Organization & Leadership
- Human Resources
- Ethics
- Law, Policy & Governance
- Diversity, Equity & Access
- Institutional & External Relations
- Financial Resources
- Technology
- Facilities & Equipment
- Assessment & Evaluation

Each of these standards is explained in detail within each department's CAS Self-Assessment Guide. Each member of the review team will receive the SAG to inform their practice. Please utilize the SAG to provide information regarding each of the standards above in your Self-Study.

Key issues- include any internal or external challenges/concerns facing your department, staff, etc. that you would like for the review team to examine further.

Appendix E: Review Team Proposal Form

Proposed Reviewer	Current Role/Institution <i>(may also include involvement in professional associations)</i>	Evidence of Expertise



Appendix F: Review Team Final Report Outline

Based on the findings from the self-study report and the campus visit, the external review team is asked to assess the department’s performance and offer suggestions for future improvement. The external review members are asked to develop a joint written report. The suggested outline for the external review report is located below, however the external review team members are encouraged to include any issues or topics they deem necessary in order to create a comprehensive report. (Based in part on CAS Work Form A: Assessment, Ratings, and Significant Items, August 2013)

Step One: Executive Summary

Please provide narrative addressing the following:

- a. Areas of Excellence** - describe what the department does well. Include how this supports the unit’s mission and goals, and how they could be seen as pioneers/leaders in their field (if applicable).
- b. Areas for Improvement** - describe the areas that the department should improve on. Identify the reasons that these areas need improvement.

Step Two: Assessment of Significant Items

Standard	Discrepancies	Strengths	Needed Improvements
Mission			
Program			
Organization and Leadership			
Human Resources			
Ethics			

Law, Policy, and Governance			
Diversity, Equity, and Access			
Institutional and External Relations			
Financial Resources			
Technology			
Facilities and Equipment			
Assessment and Evaluation			

Review Team members are also encouraged to submit completed CAS Self-Assessment Guides for each standard.

Step Three: Recommended follow up actions and justifications.

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Step Four: Concluding Comments

Please share any additional comments that are for the good of the department, division or university. Please note that this written report is distributed to members of the department, the Program Review Coordinator and the Assistant Vice Chancellor for Student Life.

Appendix G: Departmental Implementation Plan*

This form concludes the self-assessment process and calls for action to be taken as a consequence of study results. Write a brief action plan statement in the spaces below for each Part in which action is required. (Note: If using the electronic/CD version, text boxes will expand with typing.)

Part 1: Mission

Part 2: Program

Part 3: Organization and Leadership

Part 4: Human Resources

Part 5: Ethics

Part 6: Law, Policy, and Governance

Part 7: Diversity, Equity, and Access

Part 8. Institutional and External Relations

Part 9: Financial Resources

Part 10: Technology

Part 11: Facilities and Equipment

Part 12: Assessment and Evaluation

**adapted from CAS, Work Form C: Summary Action Plan, August 2013*

Please also address the following in narrative form:

- a. Proposed goals
- b. Metrics to measure progress
- c. Timeline for completion
- d. Responsible parties
- e. Implementation strategy
- f. Evaluation process