

Saint Joseph's University
Program Review – Academic Departments
Process Outline

A program review is a comprehensive examination of an academic program or an administrative service or operation. As part of the University's evolving Assessment Plan, and in an effort to continually improve the quality of our programs and services, Saint Joseph's initiated a program review process in 2005-06. This process involves all academic and administrative areas, and includes a review of resources. It is designed as a five-year cycle, with each department participating in a review once every five years. The principle goals of program review are to improve programs and services based on our mission, to assure the efficient use of resources and to create plans for improvement.

OVERVIEW - Program Review Process

The Program Review includes three parts: Departmental Self-Study, External Review and Plan Development

1. Departmental Self-Study Report

A. Executive Summary (1- 2 pages)

B. Analysis of the department:

- I. Description and Background
- II. Goals and Assessment
- III. Administrative Support
- IV. Future Plans

C. Analysis of Resources:

- I. Staffing
- II. Library Resources
- III. Operational budget
- IV. Facilities/space
- V. Technology

D. Conclusion:

- I. Summarize strengths and identify areas for improvement
- II. Draft plans for improvement and assessment measures

2. External Review

- A. Department, Dean and Provost identify two credible, impartial persons
- B. One to two-day visit and report
- C. Visitors Report due three to four weeks after visit

3. Plan Development and Conclusion of Process

- A. Develop a departmental response to visitors' report recommendations
- B. Finalize Departmental five-year plans and assessment measures
- C. Meet with Dean and Provost to review plans by end of spring semester

Saint Joseph's University
Program Review – Academic Departments
Self-Study Template

Components of an Academic Department Self-Study

A. Executive Summary

One to two page summary of self-study document and program review process.

B. Analysis of the department

I. Description and Background:

1. Describe the key programs, majors, and related curricular activities of the department.
2. Please describe the department and its programs by commenting on the 3-year trends for the following: a) # majors and # of minors; b) # of lecture sections and # of lab or studio sections; c) course caps and enrollment levels; d) % FT faculty coverage; e) # FT tenure-line faculty, and (f) number of, and rationale for any release time.
3. What university curricular initiatives have your department members participated in (e.g. honors courses and service learning courses, outside lectures, speakers hosted, study tours, courses with a clear interdisciplinary focus, mentoring student independent research), and how many department members have participated in each initiative?
4. How are advising responsibilities determined by the department? What is the current advising load in the department? Do all FT tenure-line faculty participate in advising?
5. Describe/analyze any other information deemed essential to understanding your department and its programs.
6. What are the significant accomplishments of this department in the past 2-3 years?

II. Goals and Assessment:

7. What are the major educational objectives or learning outcomes for each of the departmental programs? What does your departmental want students to learn, to be able to do and to be?
8. Identify the ways in which the departmental goals are related to the mission of SJU and *Plan 2020*.
9. Summarize assessment activities for courses, majors and programs:

What assessment methods does the department use to measure student learning outcomes? How were the outcomes measures developed? Are there learning outcomes unique to your discipline? What have been the results of this assessment over the past 3 years? What student learning outcomes would you want to see improved? What assessment measures do you intend to continue and what new assessment measures do you intend to implement in the next 3 years? How is advising assessed by the department?

10. Would you change your curriculum to achieve desired student learning outcomes? Is the department experiencing any constraints to such changes, and if so, what are those constraints?
11. How would you benchmark faculty scholarship in your department? How does this compare with competitors and/or with professional standards in the discipline?
12. What has your department done to address diversity? Are there ways the University or college can facilitate the department in addressing gender and ethnic/racial diversity?
13. Summarize the programmatic strengths and weakness of your department. What are the challenges that hinder realization of departmental goals?

III. Administrative Support:

14. Is your department receiving appropriate support from the administration to achieve your goals?
15. What initiatives could the administration undertake to assist your department in furthering its goals?

IV. Future Plans:

16. What are some of the “best practices” and future trends in the discipline that your department should implement?

C. Analysis of Resources

I. Staffing:

- List names and titles of current faculty and staff in your department.
- Is the number of faculty and staff sufficient to meet the current educational goals of the department? For the next five years?
- Explain the differences in enrollment levels between major courses and GER/introductory courses. Are all faculty in the department equally sharing major and GER/introductory course assignments?
- Could faculty teaching schedules be better configured to a) take advantage of faculty teaching expertise to achieve student learning outcomes, and b) assure adequate course enrollments?

II. Library resources:

- Comment on the adequacy of available library resources available for departmental programs and future needs in this area.

III. Operating Budget:

Use the budget report provided to answer the following questions:

- Are there significant changes from original to revised budget each year? Why? Are permanent reallocations necessary to meet regular expenses? Are there cyclical (but not annual) or sporadic budget demands that explain large expenditure differences in line items from year to year (like bi-annual projects)? Is the impact of these irregular demands increasing or decreasing?
- Does the department plan for and does the budget support regular equipment (copiers, pc's, printers, etc.) replacement and upgrade, or is the cycle of replacement and upgrade sporadic, requiring occasional special allocations from administrative sources?
- Describe any efforts during the past 5 years to cut costs or operate more efficiently.
- If your department generates lab fees, does the lab fee revenue meet the needs for which it was designed?
- Without increasing resources, what changes would you propose that would strengthen the department, the major or programs?
- With a reasonable increase in your budget, what new initiatives could you pursue that would strengthen the department?
- Are there moderate, reasonable budget increases needed to your area that relate specifically to achieving your departmental plans and *Plan 2020* initiatives?

IV. Facilities and space:

- Are facilities, equipment and maintenance adequate for current programs? For the next five years?
- How does the condition of the current facilities impact program delivery? Explain.
- What kind of *short-term* changes in facilities would contribute to the success of your departmental plans?
- What kind of *long-range* changes in facilities would contribute to the success of your departmental plans?

V. Technology:

- Identify technology resources that are allocated or available to your programs, including shared resources.
- Discuss how these resources are used most effectively to achieve learning outcomes. Are faculty and staff in your department adequately trained to use the technological resources available?
- Identify needed additional technology resources to meet the departmental five year plans.

D. Conclusion

I. Summarize strengths and areas for improvement

II. Draft plans for improvement and assessment measures (use Planning Grid)

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OVERVIEW - Program Review Process

The Program Review includes three parts: Departmental Self-Study, External Review and Plan Development

1. Departmental Self-Study Report

A. Executive Summary (1 – 2 pages)

B. Analysis of the department:

V. Description and Background

VI. Goals and Assessment

VII. Analysis of Resources

VIII. Growth and Improvement

C. Conclusion:

I. Summarize strengths and identify areas for improvement

II. Draft plans for improvement and assessment measures

2. External Review

A. Department and Vice President identify two credible, impartial persons

B. One or two day visit and report

C. Visitors Report due three to four weeks after visit

3. Plan Development and Conclusion of Process

A. Develop a departmental response to visitors' report recommendations

B. Finalize Departmental five-year plans and assessment measures

C. Meet with VP or Provost to review plans

Saint Joseph's University
Program Review – Administrative Departments
Self-Study Template

Components of Administrative Departmental Self-Study

A. Executive Summary

One to two page summary of self-study document and program review process.

B. Analysis of department

I. Description and Background:

17. Describe the key functions, services, and/or activities of the department. What are the particular needs addressed by this office? Who are the key beneficiaries of the functions, services, or activities of the department?
18. In what ways are the department's purpose, goals, functions, services, and activities related to the mission of SJU and *Plan 2020*?
19. What are the significant accomplishments of this department in the past 2 years?
20. How have the functions and services of the department changed in the past 5 years (or since last review)? How do you expect these to change in the next 5 years?
21. How is demand for departmental services, functions, or activities measured? How has user demand changed in recent years? How is user demand likely to change in the near future?

II. Goals and Assessment:

1. Summary of Assessment activities: What assessment methods does the department use to measure its effectiveness?
 - 1.1. What are the internal benchmarks used to measure quality of service? How does this department compare to those benchmarks?
 - 1.2. Describe/analyze norms for this department in higher education: How does SJU compare with competitors and/or with professional standards. What makes us distinctive?
2. Describe the department's effectiveness in meeting the needs of a diverse population? How do you encourage gender and ethnic/racial diversity of the employees within the department?

3. Other – Describe/analyze any other information deemed essential to understanding your department and services.

III. Analysis of Resources

1. Staffing:

- List titles and current number of employees;
- Is the number of staff sufficient to meet the needs of the department/services offered?
- Are there open positions in your department? Has the rate of turnover been high enough in the last three years to make salary savings predictable? Over the last three years, what positions have been open for more than six months?

2. Operating Budget:

Use the budget report provided to answer the following questions:

- Are there significant changes from original to revised budget each year? Are there cyclical (but not annual) or sporadic budget demands that explain large expenditure differences in line items from year to year (like bi-annual projects)? Is the occurrence of these irregular demands increasing or decreasing?
- Does the department or division plan for, and does the budget support, regular equipment replacement and upgrade, or is the cycle of replacement and upgrade sporadic?
- What are the benchmarks used to measure the cost effectiveness of this department? How does this department compare to those benchmarks?
- Describe any efforts during the past 5 years to cut costs or operate more efficiently.
- Are there moderate, reasonable budget increases needed in the department that relate specifically to achieving *Plan 2020* initiatives, the Academic Plan, or Strategic Priorities?

3. Facilities and space

- Are facilities, equipment and maintenance adequate currently? For the next five years?
- How does the condition of the current facilities impact delivery of services in this department? Explain.
- What kind of *short-term* changes in facilities would contribute to the success of your departmental plans?
- What kind of *long-term* changes in facilities would contribute to the success of your departmental plans?

4. Technology

- Identify technology resources that are allocated or available to the department.
- Discuss how these resources are used most effectively to achieve departmental goals. Are personnel adequately trained to use the technological resources available?
- Identify needed additional technology resources to meet departmental five-year plans.

IV. Growth and Improvement:

1. Identify opportunities for growth and improvement, considering the following:
 - What are some of the “best practices” and future trends in the field that Saint Joseph’s should implement?
 - What would be necessary to make this department excel?
 - What functions, services, or activities could be improved if they were:
 - Automated through use of technology
 - Performed by another unit? Which unit?
 - Performed by an outside contractor?
 - Consolidated or Eliminated?
 - Without increasing resources, what changes would you propose that would strengthen the department or services?
 - With a reasonable increase in the departmental budget, what service improvements or new services could be offered? What new initiatives could be pursued that would strengthen the department? What is the necessary budget for such a service improvement?
 - With a decrease to your budget, what services would have to be curtailed first?
 - If you were structuring this department anew, what would you do differently?

C. Conclusion and Future Plans

I. Summarize strengths and areas for improvement

Summarize the strengths and weaknesses of your department. What are your proudest accomplishments? What are the challenges that hinder realization of departmental goals?

II. Draft plans for improvement and assessment measures

Develop goals and objectives for the next five years. Specify the following for each goal/objective:

Timeline

Individual(s) responsible

Resources needed or reallocation source

Revenues generated or costs saved

Assessment methods to be used to ascertain achievement of goal

Saint Joseph's University
Program Review
Departmental Guidelines for External Review Visit

External Reviewer Visit to Campus

1. Department to schedule rooms on campus for reviewers to have a place for meetings and work
2. Department to set reviewers' schedule for the day (who to talk with; time alone to discuss); work up a draft agenda for the length of visit and send to reviewers requesting input prior to finalizing. The Office of Planning meets with reviewers for 20 - 30 minutes early in the visit to discuss institutional nature of the process; Provost or VP responsible for the area must be included on the schedule.
3. Meals - Planning Office pays for these; participating department coordinates.
 - a. On-campus meals with set up: Let Aramark know to use account: 1100-141200-7121; cc email to Betsy Church
 - b. On-campus meals at dining area: Call Betsy Church (X -1143) 24 hours in advance and we'll provide a campus card
 - c. Off-campus meals: Use credit card, send receipt to Betsy for reimbursement
4. Travel and Hotel – contact Darlene; let her know travel is related to Program Review; reviewers generally stay at the Hilton. Darlene will bill the Planning Office.
5. Honoraria – Contact Betsy prior to reviewers visit to obtain form that reviewers will need to sign while they are on campus. Department coordinator needs to make sure the forms are signed and returned to the Office of Planning. We do not send the honoraria checks (\$1000 per reviewer) until their report is completed and received by the Planning Office.
6. Receipts – Ask reviewers to save any receipts for out-of-pocket expenses and provide either: 1) prior to leaving campus on day of visit or 2) send back within one week of visit to Betsy Church, Office of Planning. (Mileage is reimbursable for 2013 at 56.5 cents per mile.)

Saint Joseph's University **Program Review**

Talking Points When Initially Contacting External Reviewers:

- Department insert department name is undergoing Program Review @ SJU
- SJU Program Review entails an internal self study and an external review by 2 reviewers from other academic institutions with compatible/similar programs
- The program review you are being asked to participate in is part of a larger, on-going, formal mechanism of assessment of Saint Joseph's University. This process is an essential one and we seek to use the information obtained to both recognize success and to identify areas needing development.
- Your name has been come forward as a potential external reviewer
- This would entail a review of the departmental self study documents and then an overnight visit to the SJU campus during 2011-12, most likely in insert month
- Anticipation is that you will spend about a day and a half on campus. The site visit will entail such things as interviews with students, faculty and staff, review of facilities, and specific activities based on issues identified by the internal department review documents
- External reviewers are generally asked to provide oral and written feedback to the Program Director and Associate Provost
- The written report would be due approximately 2 – 3 weeks after the site visit
- All travel expenses will be covered by SJU and an honorarium of \$1000 per reviewer will be provided
- Your background in (there will be variable text here based on who they are) makes you ideally suited for this effort.
- If not interested or cannot participate, ask for suggestions for alternative members of individual's department at their campus or from other schools who could serve
- Ask them to consider and get back to you within a week with a yes/no and if yes, provide you with 3 possible dates for visit

Saint Joseph's University

Program Review

A. Guidelines for Report from External Reviewers

Report should include, at a minimum, the following items:

- **Reactions to the Self-Study**

- **Summary of the site visit**

- **Evaluation of the strengths and areas for improvement** (based on self-study, your visit and your knowledge of the field)

- **Prioritized list of recommendations for actions** (reaction to plans contained in the self-study as well as additional items to address current needs and future challenges)

- Discussion of **topics specifically requested** by the department

The reviewers' report should contain input from all reviewers in a **single** document.

A final electronic version of the report should be sent to the departmental Program Review coordinator and the Office of Planning (dburdsal@sju.edu) within 3- 4 weeks of visit to the university. Honoraria checks will be mailed upon the university's receipt and review of the report.

Saint Joseph's University
Program Review

INVOICE

As compensation for serving as a member of the External Review Team for the _____ Department, on (date), _____ is entitled to an honorarium of \$1000.00 (one thousand dollars).

Please make the check payable to:

Name _____

Mailing Address: _____

Telephone: _____

Social Security Number: _____

Signature: _____

The checks will be disbursed upon receipt of the final Review Team report (expected within 3 -4 weeks of date of visit) and payment should be received by reviewer within a two week timeframe.

Saint Joseph's University

Program Review

A. Plan Development and Conclusion of the Process

B. Departmental response to recommendations from external reviewers

1. List recommendations from external reviewers. If necessary, group similar recommendations.
2. Develop a departmental response to each recommendation:
 - a. If in agreement with recommendation, explain steps necessary in order to bring recommendation to fruition.
 - b. If not in agreement with recommendation, explain reasons why and discuss alternative solutions to issue.

C. Develop plans and assessment measures

3. Using self-study, external reviewers report and departmental response to reviewers report, develop a departmental strategic plan for the future. Plans need to include the following:
 - a. Broad based Strategic/Operating goal and corresponding objectives
 - b. Time frame for completion (may be on-going)
 - c. Individual/group assigned responsibility for completing goal/objective
 - d. Resources needed to accomplish
 - e. Revenues generated (if applicable)
 - f. Method of assessing achievement of goal/metrics (answers the question, "How do we know when the goal has been reached?")
 - g. Link to University's strategic plan: *Plan 2020*

D. Meet with Dean/Provost or VP to review plans

Saint Joseph's University **Program Review**

2013-14 Administrative Program Review Timeline and Participants

ADMINISTRATIVE PROGRAM REVIEW: 2013-14

Timeline

Kick-off meeting with participants and determine data needs	August, 2013
Department works on Self-Study Report	Fall 2013
Department sends list of potential reviewers (4 or 5) to VP	by September 30, 2013
External reviewers selected (2)	by October 15, 2013
External reviewers contacted and confirmed by VP's office	by October 30, 2013
Self-Study completed and sent to VP and Planning Office for review	by January 15, 2014
Self-Study (final) sent to external reviewers	by February 1, 2014 (or at least 4 weeks prior to visit)
External reviewer visits campus	March/April 2014
External review report due back (3 weeks from review visit)	by May 15, 2014 (or within 3 weeks of visit)
Response to Reviewers' Report completed and sent to Planning Office	by June 15, 2014
Five Year Plans completed	by October 15, 2014
Meeting with VP to finalize plans and send to Planning Office	by October 15, 2014

Participants 2013-14 (6)

Adult Student Services
 Counseling and Psychological Services
 Multicultural Life
 Off-Campus Student Life
 Student Leadership and Activities
 Student Outreach and Support

As of 08/2013

Revised 08/13

Saint Joseph's University
Program Review

Program Review - List of Departments by Year Completed

2006-07 (20)

Academic Departments (6):

- Accounting
- Biology
- Decision and System Science
- Honors
- Psychology
- Sociology

Administrative Departments (14):

- Student Life Division (10):
 - Athletics (NCAA)
 - Career Development
 - Community Standards
 - Counseling and Personal Development
 - Multicultural Life
 - Recreation
 - Residence Life
 - Student Educational Support Services
 - Student Health
 - Student Leadership and Activities
- Office of Planning
- University Press (Consultant)
- Enrollment Management (Consultant)
- Development (Consultant)

2007-08 (12)

Academic Departments (5):

- Computer Science
- Health Services
- History
- Political Science
- Faith-Justice Institute/Service Learning

Administrative Departments (7):

- Development and Alumni Services (Consultant)
- Drexel Library
- Human Resources (review visit summer 2008)
- Public Safety (Consultant)
- Purchasing/Travel

Sponsored Research
University College (review visit summer 2008)

2008-09 (17)

Academic (11):

CA&S (7):

Chemistry
English
Environmental Science
Foreign Languages - Spanish
Foreign Languages - Classics
Math/Actuarial Science
Physics

HSB (4):

Co-op Program
Management
Food Marketing (extension from 2007-08 granted)
Finance (extension from 2007-08 granted)

Administrative (5):

Campus Ministry
Dean's Office - College of Arts and Sciences
Dean's Office - Haub School of Business (review visit summer 2008)
Provost (review visit summer 2008)
University Communications

2009-10 (14)

Academic (4):

CA&S (3):

Fine and Performing Arts
Foreign Languages – German/Russian
Graduate Criminal Justice/Public Safety

HSB (1):

Marketing/International Marketing

Administrative (10):

Auxiliary Services/Special Events (extension granted from 2008-09)
Financial Affairs (3)
 Financial Affairs
 Payroll
 Student Services
Information Technology (4) (extension granted from 2008-09)
 Information Systems
 Instructional Technology and Distributed Learning
 Network Services, Telecommunications and Systems Administration
 Web and Support Services
Registrar (extension granted from 2007-08)

President's Office

2010-11 (16)

Academic (7):

CA&S: (6)

Catholic Bioethics Institute/Health Care Ethics

Foreign Languages:

French

Italian

International Relations

Organizational Development and Leadership (Grad)

Theology

HSB: (1)

Pharmaceutical and Healthcare Marketing (extension granted from 2008-09)

Administrative Departments (9):

Enrollment Management:

Admissions

Student Success

Center for International Programs (extension granted from 2009-10)

China Programs

Graduate Operations

General Counsel (extension granted from 2009-10)

Office of Mission

Office of Diversity

University Press

2011-12 (10)

Academic (7):

CA&S: (4)

Economics

Gender Studies

Graduate A&S

Philosophy

HSB: (3)

EMBA

MBA Office

Pedro Arrupe Center for Business Ethics (extension granted from 2010-11)

Administrative Departments (3):

Alumni Relations (extension granted from 2009-10)

Financial Aid (extension granted from 2010-11)

Government Relations (extension granted from 2010-11)

2012-13 Tentative

Administrative (3):

On-Line Programs
Facilities Management (extension granted from 2009-10)
Governance process

2013-14 Tentative

Academic (1):

Leahy Advising Center – HSB (extension granted from 2011-12)

Administrative (1):

Marketing/Branding (extension granted from 2010-11)
Adult Student Life
Counseling and Psychological Services
Multicultural Life
Off-Campus Student Life
Student Leadership and Activities
Student Outreach and Support

2014-15 Tentative

Adult Student Services
Counseling and Psychological Services
Multicultural Life
Off-Campus Student Life
Student Leadership and Activities
Student Outreach and Support
Career Development
Sport Club
Student Health Center

2015-16

Community Standards
Biology (informal)