

Program Review Report Template for Student Services and Administrative Support	<i>Answer the questions below based on the previous five academic years.</i>		
SWOT Analysis (5 points)	Answer Format	Comments	Points Awarded
Identify your area's...			
a. Strengths (what does your area do best?)	narrative		
b. Weaknesses (what could be improved, internal environmental scan?)	narrative		
c. Opportunities (where are realistic external improvements?)	narrative		
d. Threats (what are the external threats to success determined by the environmental scan?)	narrative		
Measurement (Quantitative Inputs) (5 points)			
Does your area systematically provide for communication with stakeholders?	yes or no		
a. Who are your stakeholders?	Listing of stakeholders		
b. What are the methods for communication with stakeholders?	source		
c. What is the frequency?	times per year		
d. What are the results?	strengths/ofis		
e. How do you use these results?	changes/actions/improvements		
f. How do you communicate these results?	methods of communication		
What are your contact requirements for your work group?	listing of requirements		
Identify measures used by your department to gauge continuous improvement and relate them to your contact requirements	List of measures		
Show trend data using these measures.	charts or narrative		
Identify college Strategic Planning Priorities and KPIs to which these measures align	SPPs and KPIs as appropriate		
Assessment (Qualitative/Quantitative Inputs) (5 points)			
Describe your QEP and relevant outcomes	narrative		
How do you demonstrate use of results?	changes/actions/improvements		

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Continuous Improvement Documentation (5 points)			
Identify significant departmental actions/process improvements/benchmarks which you've documented	listing of <u>completed</u> DAPs and/or PIIPs		
a. What were the results?	narrative		
b. What were the evaluation methods?	narrative		
What are your current, active departmental actions/process improvements, or benchmarks?	listing of <u>in-progress</u> DAPs and/or PIIPs		
c. Have you identified and mapped your key processes?	Process maps		
Resources (5 points)			
Do you have sufficient staffing for your area?	yes or no		
If no, what additional staff do you need and for what purpose?	narrative		
Do you have sufficient equipment (computers, printers, copiers, etc.) for your area?	yes or no		
If no, what additional equipment do you need and for what purpose?	narrative		
Recognitions			
List significant awards, recognitions or accomplishments by your department.	narrative	No points awarded	
POINT TOTAL			
Review Conclusions: To be completed by Institutional Effectiveness Team	Areas of Deficiency	Next Review Date	
Program/Area scores in good standing. Review again in 5 years.			
Program/Area scores exhibit minor deficiencies. Program must submit actions to achieve good standing within 2 months of review. Review again in 5 years pending submission of actions.			
Program/Area score exhibits severe deficiencies. Review annually until good standing is achieved.			

Student Services/Administrative Support
Program Review Scoring Rubric

SWOT analysis	
Excellent	Clear, thoughtful analysis of internal strengths and weaknesses. Demonstrated use of <u>environmental scanning</u> * for external threats and opportunities. Next steps from SWOT analysis delineated.
Good	Overall acceptable but lacking in a comprehensive analysis of internal and external factors.
Fair	Some analysis completed but not comprehensive and balanced in all four SWOT areas
Poor	Little or no analysis or <u>environmental scanning</u>

Quantitative	
Excellent	Stakeholders clearly defined, communication methods and frequency identified, results are listed and used for improvement, <u>contact requirements</u> identified and evaluated. All improvement processes linked to the college priorities and kpis, trend data are available.
Good	Most of the quantitative methods of evaluation are in place but no trend data.
Fair	Only limited evidence of quantitative methods of evaluation, insufficient or no <u>contact requirements</u>
Poor	No evidence of valid quantitative methods of evaluation.

Assessment (Qualitative and Quantitative)	
Excellent	Completed assessment of student learning outcomes or services accepted by the QAC and demonstrated use of results.
Good	Completed assessment of student learning outcomes or services accepted by the QAC but no demonstrated use of results.
Fair	Only limited assessment evidence available.
Poor	No evidence of assessment or use of results available.

Continuous Improvement Documentation	
Excellent	Completed <u>DAPs</u> , <u>PIIPs</u> or Benchmarking forms available with all steps fully documented and clear conclusion (<u>integration, modification or deletion</u>). Key processes are identified and mapped.
Good	Use of DAPs, PIIPs or Benchmarking forms in evidence but incomplete and without clear conclusions.
Fair	Only limited evidence of DAP, PIIP or Benchmarking form use.
Poor	No evidence of continuous improvement documentation.

Resources	
Excellent	Complete documentation of resource needs or satisfaction with existing resources (staff and equipment) providing rationale for additional staff or equipment etc.
Good	Some documentation of resources needs but lacking in rationale.
Fair	Only limited evidence of documentation for resource needs.
Poor	No evidence of documentation for resource needs.

*Definitions for underlined words are attached.

Important Definitions

Environmental Scanning	Monitoring of the environment both external and internal to anticipate possible impact on the service provided. Examples include the 3-peat rule, the 6-drop rule (both external) and changes in eConnect eligibility and prerequisite rigor (both internal). Participation in professional associations and readings are good sources of environmental scanning material.
Contact Requirements	Commitments made to the people we serve (students, faculty, staff, community) without pre-condition. Examples include: (1) Our advisors will greet each student with a smile and call them by name. (2) The Research Office promises to respond to requests in a format that is user-friendly, etc.
DAP	Departmental Action Plan
PIIP	Process Implementation/Improvement Plan
Integration	Action or processes fully adopted as part of regular workgroup activities/processes
Modification	Use of outcomes modified from the original plan and adopted as part of regular workgroup activities/processes
Deletion	Action or process determined not to be useable by workgroup after evaluation and analysis