

**Ohio University
Academic Support Unit¹
Program Review**

**Final Document
Approved by the Office of the Executive Vice President & Provost
November 2009**

Purpose

The purpose of program review is to assure that Ohio University's academic support services (administrative and co-curricular units) align activities with the institution's mission and vision and that they are meeting their own objectives and those of their planning unit. Administrative units provide institutional or academic support while co-curricular units provide learning-centered environments that facilitate meaningful out-of-class opportunities, and professional support services that help students learn through their experience and achieve academic success. Administrative and co-curricular units include every functional area that does not undergo an academic program review for institutional accreditation.

Ohio University holds as its central purpose the intellectual and personal development of its students . . . Our academic support services exist to serve the academic mission: they should be effective, efficient, and continually improving.

Vision OHIO

Program review is a collaborative process intended to assess each program's quality and effectiveness, to create and perpetuate a culture of continuous improvement, and to stimulate planning and outcomes that align closely with Vision OHIO priorities.

The review process uses the Excellence in Higher Education (EHE) framework to assess the current state of programs across a variety of critical characteristics. The results are used to establish and strengthen the tie to the academic mission and to identify opportunities for program improvements. In addition, program review will identify those elements critical to sustaining the unit's services in the context of making it effective, efficient, and continually improving.

This procedure for program review will be reviewed and necessary changes incorporated annually. Beginning in early fall 2009, the Academic Support Unit Program Review Committee (ASUPRC) and the most recent cohort of units having completed a review will meet to discuss review elements that are working well and areas in which there might be opportunities for process improvement.

¹ This document draws from program review processes at a number of other universities, including BGSU, Georgia State, OSU, and Northwestern.

Suggested changes to these guidelines and procedures will be reviewed by the Executive Vice President/Provost.

Guiding Principles

- The program review process will lead to continuous improvement in each unit's delivery of services to the University community
- Self-studies will be evidence-based
- Self-studies will address unit goals and objectives and ensure linkage to Vision OHIO
- The program review process will be parsimonious and sensitive to time and effort required of all participants
- Where possible, external benchmarks will be used

Process

The program review process is on a five to seven year cycle. The program review process has two parts.

1. Self Study and External Review [assessment/formative]
2. Internal Stakeholder Review [accountability/summative]

1. Self Study and External Review

The process for self study is contained in National Association of College and University Business Officers' Excellence in Higher Education (EHE) developed by Dr. Brent D. Ruben.² Review processes developed by professional associations that are similar and focused on continuous improvement may be approved by ASUPRC.

The purpose of the external review is to provide an independent assessment and evaluation from outside the unit undergoing review. The external review team is typically comprised of two to three persons including a liaison from the ASUPRC and one to two off-campus experts. Off-campus experts are professionals who are recognized as leaders in the field. A list of off-campus experts is recommended by the unit undergoing review and selected by the ASUPRC.

Following a review by ASUPRC, the planning unit head (Provost, dean, or vice president) is responsible for the final approval of the off-campus experts. The experts may be from relevant professional associations, recognized leaders in the field, or consultants. One month prior to their visit, the external review team would receive:

- Review guidelines
- The unit's self study report
- Schedule for the review with on-site itinerary (typically one or two days)
- Travel information

² *Excellence in Higher Education*, Brent D. Ruben, ISBN 978-1-56972-042-4
Excellence in Higher Education Workbook, Brent D. Ruben, ISBN 978-1-56972-041-7

The external review team should meet with:

- Unit leadership at the beginning and near the end of the site visit
- A representative group of employees from the unit, including student employees
- A representative group of faculty, staff, students, and the public where appropriate, who rely on the unit's services
- An open forum will be held to afford all unit employees the opportunity to interact with the review team
- The planning unit head
- Representative(s) from ASUPRC

The schedule should allow for time at the end of the site visit for the external review team to formulate their major findings and recommendations.

The unit completing the program review will synthesize the self study and external review into a final report.

The final report will include:

- Executive summary (no more than two pages)
- Summary of the self study
- Summary of the external review
- Recommendations - Action items that are drawn directly from the self study and/or external review
- A response from the unit under review that specifically addresses initial action items, including³:
 - Person responsible for overseeing action
 - Resources needed
 - Timetable for completion
 - Metrics for assessment, where available and appropriate
- The self study report may include a brief summary of five-year historical information: including staffing, space, budget, and services added or deleted

Final reports and annual progress reports are provided to:

- ASUPRC
- Executive Vice President and Provost
- Vice President for Finance and Administration
- Budget Planning Council
- Planning Unit Head

³ Initial action items are those to be undertaken in the first year. The first annual report following the review will include a five-year plan that addresses all recommendations. If ASUPRC believes a unit is in distress, they may recommend a shortened program review cycle to the planning unit head.

The self study report will be reviewed by these groups and individuals, each of which may provide feedback to the unit under review. The findings of the self study, as well as this feedback, will be the basis for further action, in consultation with the planning unit head, for efforts toward continuous improvement.

2. Internal Stakeholder Review

The internal stakeholder review occurs within two years of the self study submission and external review. The internal stakeholder review will focus on two areas:

- Alignment of the unit's mission with Vision OHIO
- Alignment of service levels with stakeholders' interests
 - Quality
 - Cost

A member of the ASUPRC serves as chair of a six member internal stakeholder team (IST) which includes two representatives from the executive leadership team (deans and vice presidents), a student representative, and two key stakeholders appointed by the Executive Vice President and Provost.

During the initial phase, the IST will review materials relating to the self study and the external review of the program, subsequent annual reports, continuous improvement work completed or in-progress since the self study, and assessment data from Institutional Research. The unit undergoing review will also provide a three year budget history that shows new or reduced revenue, non-discretionary expense increases, and how additional resources were used or reductions were accomplished.

At the start of the second phase, the unit will be provided with a list of performance indicators and areas of interest that the IST intends to focus on during the review process. The IST and unit representatives will meet to review and discuss these topics.

The IST report will identify strengths and opportunities for improvement. The report will be specific in recommending improvement targets.

The report will be distributed to the Executive Vice President and Provost, the Vice President for Finance and Administration, the Budget Planning Council, and the unit's leadership.

The executive leadership team and/or the Budget Planning Council may respond to the IST report with specific charges to the unit for improvements.

Topics Addressed in the Stakeholder Review

- Centrality to University and planning unit mission
- Extent to which unit goals and objectives are being met
- Evidence of effectiveness and quality

- Efficiencies employed (cost effectiveness)
- Demonstration of demand for services
- Benchmarking data for costs of services provided

Resources and Responsibilities

Executive Vice President & Provost's Office

- Lead and support the ASUPRC

Institutional Research

- Assessment data where available and appropriate
- Assistance in cases where additional assessments may be needed
- Assistance with development of metrics and performance indicators
- Identification of existing internal and external data availability and appropriateness
- Provide administrative support

Leadership & Staff Development—Human Resources

- Coach & guide units through ASUPRC process
- Provide assistance for units preparing for program review
- Training and facilitation services to help departments prepare for implementation of changes relating to continuous improvement efforts
- Facilitation of departmental Internal Assessment
- Assistance with strategic planning

ASUPRC (appointed by the EVP/Provost)

- Implement and continuously improve the program review process
- Provide support in developing metrics for assessment
- Support continuous improvement during and between units' reviews
- Approve unit's self assessment plans and review external reviewer selection
- Review self studies and make recommendations to planning unit heads
- Lead the stakeholder review process

Unit Completing Review

- Present program review plan to ASUPRC for approval
- Conduct self study – EHE analysis following CODE orientation
- Host external reviewer
- Write final report
- Develop and implement plans to address action items contained in final report
- Provide annual updates on progress to Provost, Budget Planning Council and ASUPRC

Units Covered by Program Review

President:

Internal Audit
Legal Affairs

Communications and Marketing

Provost:

Graduate Studies	Institutional Equity
Institutional Research	Admissions
OU Press	Registrar
Ombuds	Student Financial Aid
Diversity	Faculty Development
International Studies	

VP Research

Library

Information Technology

Intercollegiate Athletics

Arts & Sciences

Education Abroad

VP Student Affairs:

Baker University Center	Health Promotion
Campus Life	Residence Life
Career Services	Judiciaries
Student Health Services	University Events
Counseling & Psychological Services	

VP Advancement:

Advancement Services
Alumni Relations
Development

VP Finance and Administration:

OUPD	University Human Resources
Finance	Safety & Risk Management
Facilities	Auxiliaries
Campus Services	

Communication

WOUB Center for Public Media

Fine Arts

Kennedy Museum

Health & Human Services:

Child Development Center

Therapy Associates

Campus Recreation

WellWorks, The Employee Wellness Program

University College**Regional Campuses Support Services**

Chillicothe Campus

Eastern Campus

Lancaster Campus

Southern Campus

Zanesville Campus

