



Administrative Program Review
Assuring Quality in Administrative and Academic Support Units



2010 SACS-COC Annual Meeting
December 6, 2010
CS-69



Who we are


- **Dr. Melissa Canady Wargo**
Assistant Vice Chancellor, Institutional Planning and Effectiveness
- **David Onder**
Assessment Coordinator, Institutional Planning and Effectiveness
- **Mardy Ashe**
Director, Career Services



2

Objectives for session

- Describe the development and implementation of administrative program review at WCU
- Outline the process and standards
- Discuss example: Career Services



3

Why administrative program review?

- **Catalysts**
 - Shrinking Budgets
 - Demands for Accountability – internal and external
 - UNC Tomorrow
- **Buy-in**
 - Campus leadership
 - Staff input



4

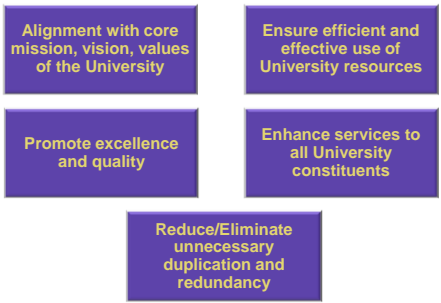
How was the process developed?

- **Administrative Council**
 - Charged by Provost
 - Membership – directors of all academic support units
- **Vetting the criteria**
- **Outlining the process**



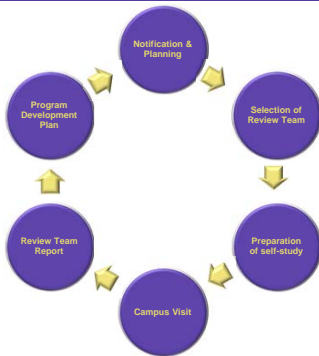
5

What are the goals of the process?



6

What is the structure of the process?



7

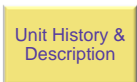
What are the review standards?



8

Unit history and description

- Purpose and key functions
- Unit goals/priorities
- Brief history of unit on campus
- Organizational structure of the unit/staff bios (including student workers)



9

Mission Alignment

- Unit mission alignment with the university mission - QEP, *UNC Tomorrow* and the academic colleges/schools
- Past changes in unit purpose
- Anticipated changes to unit purpose

Alignment with mission/values



10

Program Demand

- Key users/participants
- Means for identifying and measuring demand
- Nature of interactions with other campus units
- Related programs and services provided by other units
- Unique contributions of this unit

Program Demand



11

Program Quality

- Means for identifying and measuring quality of programs or services (including top benchmarks used to assess quality)
- Description of how results are used for improvement (with examples)
- Major accomplishments of past 5 years related to unit functions AND/OR other contributions related to University goals.

Program Quality



12

Cost Effectiveness

- Means for identifying and measuring cost effectiveness (include top benchmarks used to assess cost effectiveness)
- Itemized revenues and expenses for last 3 years (including salaries)

Cost Effectiveness



13

Opportunity Analysis

- Possible enhancements to programs or services (including automation of processes, collaboration opportunities, outsourcing, etc.)
- Activities of other units that advance or hinder the effectiveness of your unit
- Redundant or secondary programs and services
- Comparison to peer or aspirant units
- Possibilities for cost savings

Opportunity Analysis



14

WCU Career Services/Cooperative Education

- Why we volunteered.....
 - Had data
 - Had a positive sense about the outcome
 - CAS summary from 2006
 - Wanted to be first



15

Timeline **Pre-Visit**


August 6, 2009 • Volunteered to be 1st

August 28, 2009 • GET ORGANIZED; who's doing what

September 2, 2009 • Selected Review Team

Mid October, 2009 • Documentation to OIPE

Site Visit
December 9-11, 2009




16

Documents Submitted

Response to Criteria (15 pages)	Executive Summary (1 ½ pages)
---	---

Appendices

- Budget (3 years) *(Cost Effective)*
- Org Chart
- Resumes
- Staff University Activities *(Value, Alignment, Opportunity Analysis, Cost Effective)*
- CAS study (2006) *(Demand, Quality, Cost Effective)*
- Student usage (5 years) *(Demand, Quality, Opportunity Analysis)*
- Student and employer participation in career events (5 years) *(Demand, Quality)*
- Staff involvement in university activities *(Value, Alignment, Opportunity Analysis, Cost Effective)*
- Graphs of Evaluations of Events *(Demand, Quality)*
- Senior survey –responses to Career Services *(Demand, Quality)*
- Benchmark survey of Peer institutions *(Cost Effective, Quality, Demand)*




17

Timeline **Site Visit**

November 2009 • Planned group meetings, scheduled rooms – who, where and when

December 4, 2009 • Met with CS staff for last minute preparations

December 9, 2009 • Met external reviewer



18

Timeline *Post-Visit*

January 30-31, 2010 • Reviewers report received

January 2010 - present • Implementing changes

March 2010 • PDP

Western Carolina UNIVERSITY

19

Outcomes

- Recognition– word spreads fast
- Opportunity to get “needs” noticed....
 - Larger space, Add staff, Associate Director, Budget, Salaries, Travel
- Some Suggestions/recommendations for us..
 - + Visibility - Peer Career Mentors; Faculty Liaisons
 - + On – line Services; Maximize Software
 - + Expand Services - Collaborate with other offices; Service Learning, OIPE, etc.

Western Carolina UNIVERSITY

20

Lessons Learned *Process*

- **Very different audiences**
 - Greater number and variety

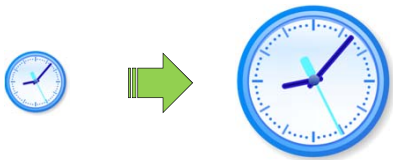
Academic Program → Unit → Administrative Colleges / Other Units

Western Carolina UNIVERSITY


21

Lessons Learned *Process 2*

- **Time Management**
 - More meetings
 - More review team time
 - ✓ Added pre-meeting
 - ✓ Meetings on class schedule

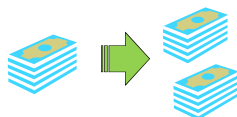


22




Lessons Learned *Process 3*

- **Costs More**
 - More people involved
 - Needs more time




23




Lessons Learned *Site Visit*

- Response to Criteria and/or Executive Summary should be available for *group members* to review if requested
- Center director needs to meet with the review team early in the schedule






24



Lessons Learned *For the Unit*


- Be thoughtful in the choosing of the *review team*, especially the external reviewer
- Meeting room clean, water/snacks available for participants



25

See our website for the presentation slides and handouts

<http://www.wcu.edu/27729.asp>



26
