Iowa State University Division of Student Affairs
PROGRAM REVIEW – OVERVIEW, ROLES, RESPONSIBILITIES, AND POTENTIAL TIMELINE
Updated April 14, 2020

Purpose

The Iowa State University Division of Student Affairs has initiated a regular cycle of external program review for all functional areas within the Division. The program review guidelines are based on institutional best practices and the Council for the Advancement of Standards (CAS) Professional Standards for Higher Education; individual departments may also base their program review on other appropriate discipline-specific standards (e.g., ACUHO-I, ACUI, NAFSA, NASPA). The program review process is designed to fulfill the goals of the Office of Student Affairs Assessment & Research, which articulates the Division's desire to:

- ensure the delivery of effective, high quality programs and services;
- create a culture of data-driven reflection and decision making;
- develop methods of measuring success, analyzing progress, providing accountability, and fostering continuous program improvement; and,
- pursue excellence through varied and ongoing assessment efforts.

The program review process is guided by an overall spirit of honesty and transparency; as well as a commitment to effectively steward resources and serve the students at Iowa State University.

While supporting these goals, the program review process also facilitates a number of additional benefits for participating departments and the Division of Student Affairs, including:

- encouraging innovation through the development of leading edge Student Affairs knowledge and practice that meets the needs of today's students;
- communicating with various stakeholder groups about the strengths and opportunities within departments and the division;
- creating opportunities for collaboration between partners across the division and the university; and,
- supporting key aspects of Iowa State University's accreditation processes.

OVERVIEW

There are three phases to the Iowa State University summative Program Review process:

<u>Preparation and Evidence Collection</u>
Departmental leadership and staff will begin the evaluation process by gathering and organizing the documentation required to complete a comprehensive departmental self-study. This includes identifying and aggregating existing evaluative evidence (e.g., mission/vision/values statements; 3-5 year of prior annual reports, descriptive metrics, existing assessment results) and preparing a list of key questions/concerns to help guide the External Review teams.

External Review

A team of professionals will be appointed by the Director of Student Affairs Assessment & Research, using recommendations provided by the department director and Campus Review Team (3 to 4 individuals depending on the size and scope of operation to be reviewed). External reviewers are regional/national leaders and experts within the functional area for review. Ideally, an ISU faculty or staff member will also be part of the team, though they will not be compensated for their time, nor will they chair the group. If possible, a student should be part of the review team, but this is not always feasible. They will review documents submitted previously, visit campus to interview with various stakeholder groups, and tour facilities. The basis for review and report will be the appropriate CAS or other approved standards. The team will be asked to complete a set of recommendations based on the campus review team's Program Review Self-Study, External Review Issues Statement, any additional standards, as well as any specific questions/concerns that arise during the campus visit.

Review of Recommendations and Next Steps

Upon receipt of the final report from the External Review Team, the department director, his/her/their direct supervisor, and the Director of Student Affairs Assessment & Research will review the recommendations provided by the team. Each individual recommendation will be evaluated with regard to feasibility of implementation, capability for implementation, and estimated cost of implementation in dollars (not staff time). In addition, a timeline for implementation will be established for each recommendation. The Departmental Action Plan will be collected and maintained by the Director of Student Assessment & Research for the Division. The Director of Student Affairs Assessment & Research will be responsible for following up with unit directors regarding their implementation progress on a regular basis.

PROGRAM REVIEW OUTCOMES

A completed program review result in the creation of three inter-related documents:

1. The Program Review Self-Study that will include a summary of strengths, opportunities, and aspirations; as well as an External Review Issues Statement;
2. The External Review Site Visit Report and Recommendations that indicates areas of agreement or disagreement with the findings in the Program Review Self-Study; as well as other recommendations for overall program improvement; and
3. The Departmental Action Plan, based on the lessons learned and opportunities for innovation identified in the first two phases of the program review process.

These three documents will be synthesized and summarized in an executive summary created by the Department Director and Program Review Coordinator. This summary is intended to inform the annual goals and objectives; budget requests and resource allocations of the department for several years, until the cyclical program review process is repeated. The program review summary will be disseminated to campus stakeholders as appropriate, and published on the student affairs website. This will honor the intended spirit of improvement, transparency, and stewardship that guides the program review process.

BUDGET

Conducting a comprehensive program review is an important priority that may not be in the annual budget allocation. Departmental directors should plan accordingly to have the resources required to achieve this critical need.

The following budget estimates are based on current consultation fees for well qualified, national review teams. Actual costs may be lower based on consultation fees and travel rates.

Consultation Fees:	**$ 4,100**
Lead Reviewer = $1500 (or less)	
Reviewers = $2600 ($1300 (or less) X 2)	
Travel:	**$ 4,080**
Flights = $1800 ($600/flight X 3)	
Hotels = $1800 ($200/night X 3 reviewers X 3 nights)	
Meals = $480 ($40/day X 3 reviewers x 4 days)	
Approximate Total Cost per External Review	**$8,180**

If internal resources cannot be identified, the Director of Student Affairs Assessment and Research may have funding to defray the program review expenses through cost sharing. Additional non-budgetary resources (e.g., staff time) will also be required to address the time and efforts associated with the comprehensive self-study and program review. Departmental directors will need to plan accordingly to ensure they have adequate financial and human resources to complete the program review process.

PROGRAM REVIEW ROLES & RESPONSIBILITIES

Departmental Roles and Responsibilities
- Establish a positive departmental climate regarding the value of program review:
  - Communicate with internal and external stakeholders the purpose, process, and value of program review
  - Promote a safe climate for inquiry and candid dialogue regarding departmental activities, organizational performance, strengths, and areas for improvement.
  - Acknowledge the time commitment associated with the self-study process, and allow self-study participants to negotiate their professional responsibilities accordingly.
  - Celebrate the achievement and commitment of the campus review team and department staff who participate in the program review self-study process.
- Ensure the development and implementation of a program review timeline that meets the Division of Student Affairs Program Review Guidelines.
- Identify departmental program review coordinator (if not the director), who will work with the director and/or the Director of Student Affairs Assessment & Research to complete the following tasks:
  - Complete a pre-review meeting with the Director of Student Affairs Assessment & Research, or designee.

- o Develop a program review budget, and ensure the availability of departmental and/or divisional funds necessary to support program review activities.
  - o Gather and organize relevant pre-review documents.
  - o Identify and recruit External Review Team members.
- Determine no more than seven (7) questions, preferably four (4) or five (5), for the External Review Team to focus its efforts on while they are on campus. These questions can be as broad or as narrow as necessary so as to achieve the broad goal of being able to enhance the department at the conclusion of the review.
- Identify members of the External Review Team. External Review Teams should have one person from within the Division _or_ one person from ISU not in the Division, and two to three additional members external to the university altogether. No team member should have ever been employed within the department being reviewed.
- Host the External Review Team site visit, including arranging for flights, hotels, related transportation needs, and any additional needs for the visit.
- Review the External Review Team's final report and develop an action plan to respond to any recommendations.
- Prepare an executive summary of findings, recommendations, and action plans based on a synthesis of the comprehensive Program Review Self-Study findings and the External Review Teams report and recommendations. This report will be submitted to the Student Affairs Assessment & Research Committee, presented to the SVPSA Cabinet, and will be posted on divisional website.

Director of Student Affairs Assessment & Research Roles and Responsibilities
- Provide open, clear, and consistent communication with departmental director and program review coordinator regarding program review guidelines, expectations, and timelines.
- Design and facilitate an inclusive program review process that provides opportunities for all stakeholders to contribute and/or participate in the review process.
- Establish external review site visit timeline and agenda
- Support department directors and program review coordinators who are completing the program review process, e.g.,
  - o Provide material support, such CAS Standards books and self-assessment guides, report templates, etc.
  - o Serve as consultants to departments regarding design and facilitation of inclusive, efficient, and timely program review process, integration of data into self-study report, etc.
  - o Provide technical support in gathering relevant departmental assessment data, existing reports, or other information.
- With the department directors, program review coordinators, and others as deemed necessary, plan the External Review Team site visit. This includes identifying and scheduling meetings with departmental staff, Division of Student Affairs staff, students, faculty and staff partners, as well as other relevant stakeholders.
- Provide training and orientation for External Review Team. Guide departmental program review coordinators through the process.

- Confirm External Review Teams members based on recommendations provided by the department(s) responsible for the functional area.
- Coordinate contracting for External Review Teams site visit (processing consulting contracts and payment, coordinating travel and expense reimbursements, etc.).
- Review final draft of Self-Study Report to ensure document meets program review guidelines and expectations. Provide constructive feedback if revisions are necessary.
- Review the department's final report and action plan for appropriateness for distribution (e.g., publication to website, review at SVPSA Cabinet meeting).
- Maintain the intended spirit of improvement, transparency, and honesty.
- Update and revise the Student Affairs Program Review Self-Study Guidelines, in consultation with the Senior Vice President and AVPs.

External Review Team Roles and Responsibilities
- The External Review Team will typically include 3-4 members identified by the Department Director in selected in collaboration with the Director of Student Affairs Assessment and Research, or designee.
    o External Review Team members typically bring both strong subject matter expertise, as well as knowledge of best practices and emerging departmental trends.
    o External Review Team members will intentionally be selected for expertise, experience, and knowledge of the practices associated with the department conducting a program review.
    o Final selection of External Review Team members are approved and contracted for service by the Director of Student Affairs Assessment and Research, or designee.
- Over a period of two-to-three months, External Review Team members will complete the following tasks:
    o Review the department's self-study document (including appendices) and findings.
    o In collaboration with the Department Director, Program Review Coordinator (if applicable), and Director of Student Affairs Assessment & Research, develop an appropriate site visit protocol to gather additional information required to develop recommendations in response to the Issues Statement.
    o Conduct a 1-2 day site visit with key campus stakeholders
        ▪ Become familiar with the functional operations of the department. This includes touring facilities, meeting with internal and external departmental stakeholders, SVPSA Division staff members, and other others as identified by the External Review team.
        ▪ Identify areas of agreement or disagreement with any of the self-study findings; as well as other recommendations for overall program improvement.
- The External Review Team chair is responsible for preparing and submitting the External Review Team's final report and recommendations. This report should be completed within 30 days of the campus visit.

POTENTIAL PROGRAM REVIEW TIMELINE	Director of Student Affairs Assessment & Research	Department Director	External Review Team
Prior academic year	•Contact AVPs/Department Director(s) schedule for Program Review •Review program review process and self-study guidelines	•Gather and organize pre-review documents	
July		•Self-study orientation with Director of Student Affairs Assessment & Research and supervisor	
August/September		•Begin writing self-study document	
October		•Solicit and finalize External Review Team •Finalize budget projection	
November	•Approve proposed External Review Team members		
December	•Process contracts for External Review Team members	•Complete self-study document for internal review by supervisor and Director of Student Affairs Assessment & Research •Schedule dates for site visit	
January	• Review completed self-study, provide feedback to department to address before sending report to External Review Team •Orient/train External Review Team		
February	•Coordinate/prepare External Review Team site visit	•Coordinate/prepare External Review Team site visit	•Introduce External Review team to program review process •Provide completed Self-Study, appendices and supporting documentation to External Review Team •Review self-study/campus review team report

POTENTIAL PROGRAM REVIEW TIMELINE *(continued)*	Director of Student Affairs Assessment & Research	Department Director	External Review Team
March	•External Review Team site visit	•External Review Team site visit	•External Review Team site visit
April			•Complete External Review Team Report and Recommendation (30 days post site visit)
May	•Review External Review Team Report •Process any honorarium payment for External Review Team after final report is received	•Develop action plan/response to External Review Team Report and Recommendations •Create executive summary of findings, recommendations and action plans.	
June	•Review final report from department •Post Executive Summary to website •Establish timeline to share results with SVPSA Cabinet	•Submit Self-Study Team Report External Review Team Report and Recommendations, and departmental action plans to SVPSA Assessment & Research Team	