STUDENT LIFE

Program Review Guidelines

Updated October 2019

Table of Contents

Introduction

The External Program Review Team (EPRT) is composed of national and/or regional expert(s) who specialize in the field of the department under review. The EPRT evaluates, analyzes, provides constructive feedback, and recommends strategies to improve the quality of the department's programs and services, and their insight also allows for comparisons to peer and aspirant institutions.

The EPRT uses the department's Self-Study and list of departmental issues and questions as the basis for its visit. The resulting EPRT report is not simply a reaffirmation or rework of the Self-Study but should offer a new perspective, fresh insight, and new ideas to the department's self-discovery. EPRT recommendations will be considered during short-term and long-term planning.

The EPRT's primary responsibilities are to:

- Review the department Self-Study.
- Respond to the department Self-Study and on-campus interview observations.
- Bring fresh insight to the review processes.
- Write a report concerning their findings.

All components of the Program review will be submitted, housed, and reviewed through the Compliance Assist module from Campus Labs (https://utk.compliance-assist.com/program-review/). For questions or assistance working within Compliance Assist, visit complianceassistsupport.campuslabs.com or contact Campus Labs Support **(716) 652-9400.**

Program Review Guidelines

The departmental program review is a collaborative process that enhances the mission of the Division of Student Life by providing opportunities for departments to assess, share, and improve their impact, services, and quality of work. Each program review is an opportunity for the department to take a comprehensive and critical look at the unit, to clearly state and then evaluate strengths and weaknesses, and to determine future action needed. This process empowers departments within the Division of Student Life to continuously improve by thinking critically about how their work impacts the campus and community at The University of Tennessee.

All departments are encouraged to participate in the following steps to ensure a consistent, thorough and efficient program review process:

Phase 1: Pre-Review

I. Notification of Program Review

The Director of Assessment and Strategic Initiatives (DASI) will contact department directors at least one year before the scheduled program review to determine preferred program review dates and schedule a preliminary planning meeting. Reviews are held every five years, unless otherwise determined. Please see Appendices A & B for the most up-to-date program review schedule and timeline. Please see Appendix E for the role of the DASI.

II. Program Review Kickoff Meeting

The department director and DASI will meet to review the program review guidelines, roles, Self-Study protocol, and overall process. This meeting will be a time to go over any questions or concerns the director may have. Please see Appendix F for sample meeting agenda.

III. Formation of the Self-Study Protocol

The department director will identify the most appropriate Self-Study protocol based on the department needs. The following are typical Self-Study protocol options:

a. *Any mandatory or pre-existing professional accreditation process.*

Certain departments are required to participate in accreditation processes. As such, these units may use some or all of the pre-existing professional accreditation processes to fulfill some or all of their Self-Study requirements. If a department will be using a professional accreditation process as part of their Self-Study protocol, the DASI should be alerted and this should be discussed in the Program Review Kickoff Meeting.

b. *Student Life Self-Study Guidelines*. Self-Study guidelines have been created for the Division of Student Life that incorporate CAS Self-Assessment Guides for best practice. These guidelines focus on 12 key areas crucial to the success of each department. Please see Appendix G for Self-Study Guidelines.

c. *CAS Self-Assessment Guides*. If applicable, the protocol should be inclusive of CAS Standards and the CAS Self-Assessment Guide(s) most closely related to the department participating in the program review. These can be acquired from the DASI.

IV. Formation of the Review Team

The External Program Review Team (EPRT) will consist of 2-3 external experts in the field of work most closely aligned with the mission and purpose of the department under review. To form the EPRT team, the department director will first compile a list of 5-7 experts/leaders in the area of review and work. The department director will then work with the DASI to identify the review team members and appoint the lead reviewer.

The following criteria will be considered when identifying external reviewers:

A. The reviewer must have experience as a staff member in a similar program at another institution or oversee the program in review.

B. Experienced reviewers with national reputations in their fields should be selected.

C. Reviewers should be available for selected dates of review and able to return the final report by the suggested deadline (four weeks from the final day of visit).

Based on the criteria above, the process for forming and selecting the reviewers is as follows:

1. The department director will compile a list of at least five potential external reviewers, including reviewer names, current position/employer, and rationale for their inclusion (see Appendix H for Reviewer Proposal Form).
2. The department director will work with the DASI to identify the "Lead" reviewer for the EPRT (see Appendix I for External Review Team Roles & Responsibilities). The department director will extend an invitation to

identified members to serve on the review team through a phone call or an email.

3. The DASI will extend formal invitations to all identified members to participate in the review through a phone call and letter or email.
4. The department administrative support member will coordinate all logistics regarding their visit, including but not limited to travel, agenda, hotels, meals, campus tours, and all future communication about logistics leading up to their arrival.

Phase 2: Self-Study

I. Data and Artifact Collection

The department director and members of their staff should collect all relevant data and artifacts to help tell the department's story to external reviewers. Data collected may include pre/post assessment data, usage numbers, fiscal data, qualitative data, etc. Artifacts may include any relevant printed publications or reports such as the department strategic plan and/or Annual Report. These will be integrated into the Self-Study report, which will be shared with the EPRT (via the DASI) prior to the team's arrival on campus.

II. Development of the Self-Study Report

Each program review begins with a Self-Study. In most cases, the Self-Study may be based upon existing data, but it may also require the collection of new data to assess concerns such as customer satisfaction, student learning, retention & persistence, etc. Where available, professional standards established for the field should be incorporated.

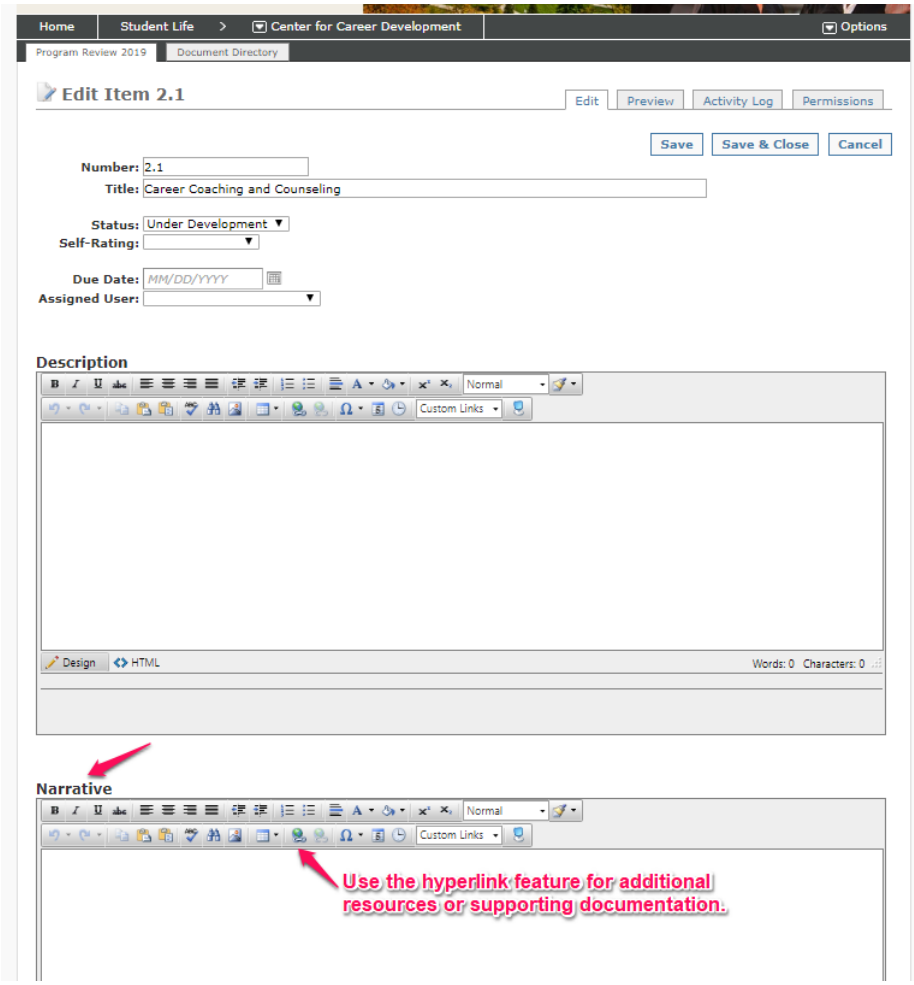
Each department will prepare an in-depth Self-Study report prior to the EPRT site visit. The Self-Study report will be entered into Compliance Assist. Below is a list of material that must be included. Items i - vi will be uploaded as PDFs by the DASI. Item vii will be entered into the appropriate text boxes within Compliance Assist.

i. Executive Summary - This document highlights the contents of your Self-Study (Key data-points/strengths/challenges should be addressed)
    i. Department Introduction, including history and organizational framework
    ii. Previous program review findings/tracking– External review team's report and the current version of the implementation plan (spreadsheet)
    iii. Integration of University and Divisional plans - Include evidence and rationale on how the Self-Study integrates the division and university strategic/tactical plans
    iv. Summary of relevant data
    v. Key issues to be addressed by EPRT (challenges, concerns, etc.).
ii. Self-Study - Overview of the CAS or other professional standards (entered into the appropriate fields within Compliance Assist):

(adapted from CAS Self-Assessment Guides, August 2013)

- Mission
- Programs & Services
- Student Learning, Development & Success
- Assessment
- Access, Equity, Diversity, & Inclusion
- Leadership, Management, & Supervision
- Human Resources
- Collaboration & Communication
- Ethics, Law, & Policy
- Financial Resources
- Technology
- Facilities & Infrastructure

For each standard, the "description" field will have the standard written out in Compliance Assist. The department will describe their compliance with the standard in the "Narrative" text box linking all evidence within the text as hyperlinks. A self-rating will also be given for compliance with the standard. A rationale will be provided for either being in or out of compliance with the standard in the "Rationale for Self-Rating" text box.



Additional resources or supporting documentation may be included in the Self-Study using hyperlinks within the text in Compliance Assist (see screenshot above). To the extent possible, the above guidelines should be addressed with supporting data within Compliance Assist. In some areas, professional associations may have already developed detailed standards for department review. In such cases, the Self-Study and site visit should incorporate these guidelines and criteria. A detailed description of each section of the Self-Study report is included in Appendix G.

III. Self-Study Submission

The department director will alert the DASI and assigned AVC when the Self-Study report has been entered into Compliance Assist no later than one month before the site visit. From there, the DASI will review and then share the Self-Study report with all members of the EPRT two weeks prior to the site visit.

Phase 3: External Review Team Site Visit

A team of external reviewers will conduct a two-day on-site review. The EPRT should consist of up to three external reviewers who have not been employed by the department under review. It is recommended that reviewers be familiar with the work of the

Division and/or the department undergoing review. The external reviewers should be viewed as experts in the field and/or functional areas, and their role as reviewers is to provide expert, unbiased, professional opinions regarding the performance of a particular department after extensive research and interviews conducted during and before their site visit. The department under review will be responsible for funding the costs associated with the EPRT's travel (i.e. meals, flights, etc.) and the Office of the Vice Chancellor will provide the honorarium for each reviewer.

I. The Self-Study Report

As mentioned above, the DASI will share the Self-Study report electronically with all members of the EPRT before the site visit. The Self-Study should also include any key issues, concerns or questions the department would like the EPRT to focus on while on campus. Four physical folders with printed information should be created for the Vice Chancellor, Associate Vice Chancellor or assigned Assistant Vice Chancellor, and the DASI containing 1) the itinerary, 2) executive summary of the Self-Study, and 3) recommendations from the previous program review.

II. Site Visit Itinerary

A detailed itinerary for the EPRT's visit should can be found in Appendix J. The department director and staff are responsible for determining the appropriate stakeholders to meet with the EPRT and adding their names to the itinerary. The agenda provides opportunities for the review team to speak with staff, customers, constituents, colleagues, students, and other related parties in conducting their review.

It is important to create smaller groups comprised of those who know the staff and programs best. This will allow for more dialogue and help minimize power differentials created by supervisor-supervisee relationships (which should be avoided as much as possible).

The Vice Chancellor for Student Life, assigned Assistant/Associate Vice Chancellor/Associate Dean of Students for Student Life, EPRT, DASI, department members and the department director should all receive copies of the itinerary no less than two weeks before the on-site review.

During the site visit, the EPRT should meet with all the department's key stakeholders for a ***minimum of one hour***. This may include (but is not limited to) members from the following groups:

- Department Staff (this includes exempt/non-exempt/graduate staff)
- Campus Partners (colleagues within and outside of the division)
- Senior Leadership Team
- Community Partners
- Students
- Customers

- Alumni
- Employers

If constituents are unable to attend sessions in person, the review team may also meet with them over individual phone or video-conferencing appointments.

It is important to maintain a safe and welcoming environment so that staff feel comfortable to share their informed perspectives. All information gathered during the review process is designed to support and enhance the efficiency and effectiveness of the department. As such, information shared during individual and group interviews is solely for the use of the review team. Statements made during group interviews are not for public consumption and should be valued, respected, and treated with a spirit of confidentiality.

Additionally, the review team should be provided ample time for meals, time with the department director, and time at the conclusion of the review to begin summary conversations in preparation for the external review report. The site visit will conclude with a summary meeting to include the EPRT, Vice Chancellor for Student Life, assigned Assistant/Associate Vice Chancellor/Associate Dean of Students for Student Life, department director, and DASI. Please see Appendix J for the full itinerary.

III. EPRT Accommodations

All travel, hotels, and meals are coordinated on behalf of the EPRT by the department administrative support staff member. All are direct billed to the University. Transportation to and from the airport is arranged for each member of the review team, and reviewers will be reimbursed for any expenses incurred en route to/from the review site. The department administrative support staff member will also take every opportunity to provide the review team with a well-rounded Knoxville experience, including visiting off-campus dining locations, campus tours, etc., as time allows.

IV. External Review Team Report

Within four weeks of the site visit, the EPRT is expected to provide a written assessment of the department to include departmental areas of excellence, strategic plan, and areas for improvement. Specific standards should be addressed in Compliance Assist in the applicable text box. The external review team should also include any other information deemed appropriate, including recommendations for future practice (both within the department, and within the larger university structure). See appendices I and K for details. This report will be shared initially with the department director, DASI, assigned AVC/Associate Dean, and Vice Chancellor for Student Life.

Note: In cases where the EPRT report contains recommendations for increased funding

or staffing, recommendations for reallocations of funding and/or retirement of programs/initiatives should also be provided.

A follow-up meeting to discuss next steps with the department director and assigned AVC will be held the week following reception of the report. The director/coordinator of the department will share the final report with their respective department.

Phase 4: Department Response

The external review team report will be sent to the DASI in PDF format. The DASI will upload the report to Compliance Assist. After the external review team report has been received, the department will respond with an action plan, the Department Response Report. This report should include the following:

a. Proposed goals/review recommendations
b. Metrics to measure progress
c. Timeline for completion
d. Responsible parties
e. Implementation strategy
f. Evaluation process

The DASI should be notified for review and approval of the Department Response Report within one month of the receipt of the review team's findings. Once the plan has been approved, the department will commence with implementation of the plan and report on progress annually. The Department Response Report will be entered into Compliance Assist in PDF format by the DASI along with the Department Implementation Plan and Tracking Spreadsheet (Appendix M). An outline of the Department Response Report is included in Appendix L.

Appendices

The following appendices accompany these Program Review Guidelines:

Appendix A: Program Review Schedule

Appendix B: Program Review Timeline

Appendix C: Sample Program Review Announcement Email

Appendix D: Sample Program Review Calendar Invites

Appendix E: Director of Assessment and Strategic Initiatives (DASI)

Appendix F: Sample Meetings Agendas and Follow-up Emails

Appendix G: Self-Study Guidelines

Appendix H: Review Team Proposal Form

Appendix I: External Review Team Roles & Responsibilities

Appendix J: Site Visit Itinerary

Appendix K: Review Team Final Report Outline

Appendix L: Department Response Report / Action Plan

Appendix M. Department Implementation Plan and Tracking Spreadsheet

Appendix A: Program Review Schedule

Division of Student Life Program Reviews 2018-2022

Spring 2018 Student Conduct and Community Standards

Spring 2018 Student Health Services (AAHC Accreditation Visit)

Fall 2018 University Housing

Fall 2019 Center for Career Development

Fall 2019 Sorority and Fraternity Life

Fall 2019 Multicultural Student Life

Spring 2020 Center for Leadership and Service

Spring 2020 Student Union

Fall 2020 Center for Health Education and Wellness

Fall 2020 Center for Student Engagement

Spring 2021 SACSCOC 5th Year Interim Report Due

Fall 2021 Pride Center

Fall 2021 RecSports

Fall 2021 Student Media

Spring 2022 Disability Services

Spring 2022 Student Counseling Center

Spring 2022 Marketing & Communications

Fall 2024 SACSCOC Compliance Report Due

Spring 2025 SACSCOC On-Site Reaffirmation Visit

Program Review Guidelines: http://dslassessment.utk.edu/program-review/

Appendix B: Program Review Timeline

Department:

Date of Review:

Key Contacts:

Director:

Admin Support:

External Team Lead:

Timeline	Notes
Twelve months before: ❑ **DASI.** Schedule program review kickoff meeting with Director ❑ **Director.** Email DASI the preferred dates for program review (Sun/Mon/Tues) ❑ **DASI**. Confirm dates with Director after verifying with Dr. Vince Carilli, Associate Vice Chancellor or the assigned Assistant Vice Chancellor. DASI will send 3 calendar invites for Dinner - Sunday @6p, Senior Leadership Breakfast – Monday @8a, and the Preliminary Oral Report - Tuesday @2p ❑ **Director.** Send general announcement email notifying leadership team and department staff of program review dates (See Appendix C) ❑ **Director**. Budget travel expenses for the external program review team in budget reviews (Division will support the taxable honorariums) **Six months before:** ❑ **Director.** Send list of 5-7 proposed external reviewers to DASI for approval ❑ **Director.** Once approved, the department Director contacts the top three reviewers to gain verbal consent and inform them that the DASI will contact them in the next week with more information ❑ **DASI**. Secure agreements from the top three external program reviewers **Five months before:** ❑ **Director/DASI.** Department orientation meeting with staff ❑ **Director/Staff**. Create department Self-Study outline in Compliance Assist ❑ **Director**. Assign portions of Self-Study to the various parties	

for completion

Three months before:

- ❑ **Director.** Submit list of stakeholder meetings for the site visit itinerary
- ❑ **DASI.** Set date for completion of documents in Compliance Assist (Self-Study and executive summary are sent to EPRT two weeks prior to site visit)

Two months before:

- ❑ **Director / DASI**. Finalize site visit itinerary
- ❑ **Admin**. Email calendar invites for interview sessions with stakeholders (See Appendix D)
- ❑ **Admin**. Reserve locations for EPRT to meet
- ❑ **Admin**. Reserve hotel room(s) for EPRT
- ❑ **Admin**. Reserve plane ticket(s) for EPRT, if applicable
- ❑ **Admin**. Have the EPRT members complete the contractual paperwork for honorarium
- ❑ **Admin**. Request NetIDs for EPRT from OIT to access Campus Labs two weeks prior to the site visit

One month before:

- ❑ **Admin**. Make meal arrangements - dining.utk.edu/catering 4-4111
- ❑ **Admin / Director**. Email the final site visit itinerary to Department, Director, EPRT, DASI, VC, and AVC (Upload to Compliance Assist-Document Directory)
- ❑ **Director.** Confirms the Self-Study and executive summary is ready for the DASI to review (three weeks prior to the site visit)

Two weeks before:

- ❑ **Director**. Confirm completion of review materials in Compliance Assist and notify DASI for final review
- ❑ **DASI**. Send materials to EPRT (itinerary, campus map, Knoxville Visitor Sheet, review team bios, and link to campus labs - Self-Study)
- ❑ **Admin**. Prepare EPRT swag bags and folders (itinerary, executive summary, recommendation report from previous program review, and key contact information)

Gearing up to the day of:

- ❑ **Admin**. Confirm meeting spaces - be intentional about room

configuration in advance ❑ **Admin**. Call one day prior to confirm refreshments ❑ **Admin**. Have extra copy of flash drive with review documents available just in case ❑ **Admin**. Supply pens/pencils and notepads ❑ **Admin**. Collect expense reports upon completion ❑ **Admin/Director.** Confirm airport pick up and Sunday dinner arrangements **Follow-up:** ❑ **DASI.** Thank you emails within a week reminding them of report deadline (One month from visit) ❑ **Director/Admin.** Pay taxable honorariums after receipt of EPRT report ❑ **Director.** Prepare Department Response Report within a month of receiving the EPRT report ❑ **Director**. Schedule meeting with VC and AVC to discuss response report and action plan the following month	

Additional Notes

Appendix C: Sample Program Review Announcement Email

Good morning!

(Department Name) is excited to announce that we have invited three external reviewers to campus for our Program Review on (Date). We value our partnership with your office/department and request that you **place a hold on your calendar** to attend the session for the (Interview Team Session Name) to provide feedback and assistance to the review team. An official calendar invitation will be forthcoming, and your input and feedback are critical to our review.

The Program Review Team includes:

- Name, Title, Institution
- Name, Title, Institution
- Name, Title, Institution

Please let me know if you have any questions or conflicts.

Thank you for your participation in this important review.

Appendix D: Sample Program Review Calendar Invites

Hello!

(Name of Department) will be conducting an external program review and would like to invite you to participate. The following meeting time has been set-up for you to meet with the reviewers:

- (Date) Monday, September 25, 2018
- (Time) 3:30-4:30 p.m.
- (Location) Brown Hall Multi-Purpose Rooms

We are extremely interested in your feedback for (Department Name) and would appreciate your participation at this meeting. Please respond to this email by (Date) to let us know if you are able to attend.

Thank you for your help!

Appendix E: Director of Assessment and Strategic Initiatives (DASI)

The primary responsibilities of the DASI include:

1. Collaborate with the unit head to create an environment conducive to the program review process
2. Ensure that the program review process meets the guidelines and expectations set forth in the program review guidelines
3. Facilitate the EPRT's site visit:
    a. Initiate the review process and maintain alignment with the timeline;
    b. Distribute materials (itinerary, Self-Study, etc.) to review team and other campus administrators;
    c. Oversee administrative assistant to facilitate all travel, meals and other logistics;
    d. Oversee the scheduling of interview times for constituents to meet with members of the review team;
    e. Serve as the site host for the review team's site visit, and
    f. Oversee all communication with the review team before and after their site visit (including thank you notes, survey links, recommendations from the previous program review, etc.)
4. Ensure the Action Plan is entered into Campus Labs within one month of the receipt of the EPRT's final report.

Appendix F: Sample Meeting Agendas and Follow-Up Emails

AGENDA: Program Review Kickoff Meeting

I. Introduction to Program Review
II. Overview of Roles & Responsibilities
III. Introduction to Compliance Assist
IV. Next Steps
    I. Select/confirm dates
    II. Identify standards
    III. Recommend reviewers
    IV. Select team members to access Compliance Assist
V. Q&A

FOLLOW-UP EMAIL: Program Review Kickoff Meeting

Thanks to all for joining today's Program Review kickoff. OASI is excited to help make this process easy and successful for your departments.

Below are the action items from today's meeting. At your convenience:

- ❑ Send two sets of dates (Sun-Tues/Wed) for consideration, as well as any times that are absolutely off-limits (Career Services has scheduled Nov 3-6)
- ❑ Decide which standards (CAS or otherwise) you'd like to base your Self-Study on
- ❑ Send names/Net IDs of team members who need Compliance Assist access to assist in building out your Self-Study narrative/review.

Happy to help talk through any or all of these pieces (click here to schedule a meeting)

Thanks again to all!

AGENDA: Department Orientation Meeting

I. Introduction to the Program Review Process

a. Overview of program review guidelines/phases/roles
b. Review the purpose of the program review process
c. Confirm dates

II. Director of Assessment and Strategic Initiatives

a. DASI role
b. DASI suggestions

II. External Review Team

a. Role of the Review Team
b. Review Team suggestions/requests

III. Self-Study Protocol

a. Review protocol to be used
b. Compliance Assist demonstration
c. Overview of Self-Study categories

IV. Timeline review/Q&A

Appendix G: Self-Study Guidelines

Each department will prepare an in-depth Self-Study report prior to the site visit by the review team. The Self-Study report will be entered into Compliance Assist and must contain the following:

1. **Executive Summary -** This document highlights the contents of your Self-Study. Key data-points/strengths/challenges should be addressed, and the components listed below should be uploaded by the DASI as one PDF into Compliance Assist.

    a. **Department Introduction**- include departmental history and organizational framework (org charts), departmental strategic plan, constituents served, key data points, learning outcomes, etc. Upload this to Compliance Assist in PDF form.

    b. **Previous Program Review Findings/Tracking** – External review team's report and the current version of the implementation plan (spreadsheet)

    c. **Integration of University and Divisional plans** - Include evidence and rationale on how the Self-Study integrates the division and university strategic/tactical plans. Upload the rationale to Compliance Assist in PDF form.

    d. **Summary of Relevant Data-** include data related to learning outcomes, program outcomes, usage, access, certifications, memberships, retention, etc. Upload the Summary of Relevant Data to Compliance Assist in PDF form.

    e. **Key issues**- include any internal or external challenges/concerns facing your department, staff, etc. that you would like for the review team to examine further. Upload Key Issues to Compliance Assist in PDF form.

2. **Overview of the CAS or other professional organizational standards -** Each of these standards is explained in detail within each department's CAS Self-Assessment Guide (SAG). Each external review team member will receive the SAG to inform their practice. Please utilize the SAG to provide information regarding each of the standards above in your Self-Study. If other professional organizational standards are used, it is up to the department to decide which standards to apply in the Self-Study.

For each standard, the "description" field will have the standard written out in Compliance Assist. The department will describe their compliance with the standard in the "Narrative" text box linking all evidence within the text as hyperlinks. A self-rating will also be given for compliance with the standard. A rationale will be provided for either being in or out of compliance with the standard in the "Rationale for Self-Rating" text box.

Appendix H: Review Team Proposal Form

The department director will compile a list of at least five potential external reviewers, including reviewer names, current position/employer, and rationale for their inclusion.

Proposed Reviewer (Include current e-mail address)	Current Role/Institution *(may also include involvement in professional associations)*	Evidence of Expertise
Preferred Lead:		

Appendix I: External Review Team Roles and Responsibilities

External Review Team Expectations

The department undergoing program review will rely heavily on the expertise of the external program review team (EPRT) leader and team members to evaluate, analyze, provide constructive feedback, and recommend strategies to improve the quality of the department's programs and services. EPRT recommendations will be considered during short term and long-term planning. The EPRT leader is expected to cultivate a cohesive team that will fully engage in the review process and will prepare a comprehensive report to be loaded into the Compliance Assist program review module in Campus Labs. Questions throughout this process may be directed to the University of Tennessee Division of Student Life Director of Assessment & Strategic Initiatives (DASI).

I. Prior to the Site Visit

a. The EPRT leader is expected to make initial contact with the team to prompt (electronic) introductions and to share any initial thoughts or expectations about the process.
b. All team members are expected to read the Self-Study report and supporting documentation (shared electronically via Compliance Assist) at least two weeks before the site visit. All team members are also expected to review the EPRT's site visit itinerary, sent (electronically) two weeks prior to the site visit. The itinerary will include opportunities for EPRT to speak with staff, customers, constituents, colleagues, students, and other related parties.
c. Once the Self-Study report and itinerary have been shared, the EPRT leader should follow up with the team about initial questions and approaches to the visit and guide the EPRT in brainstorming initial questions for each interview before the review starts. The EPRT may also recommend additional interviews.

II. During Site Visit

EPRT members will participate in the following activities:

a. Welcome and orientation dinner
b. Planning time for the EPRT to finalize interview questions, formulate a plan for the interviews, and strategize how to process the information (facilitator, note-taker, timekeeper, etc.)
c. Meetings with key stakeholders for the department, to last a minimum of one hour each. Stakeholders may include (but are not limited to) the following: department staff, campus partners, upper administration, community partners, students, customers, alumni, and employers. If applicable, individual appointments via phone or video-conferencing may occur for stakeholders unable to attend meetings
d. Intentional time spent with the department director
e. Processing time for the team to identify and discuss major findings and approaches to the written report

f. Summary meeting with the Vice Chancellor for Student Life, the assigned Associate/Assistant Vice Chancellor/Associate Dean of Students for Student Life, the department director, and the DASI

The EPRT will be provided space on campus to conduct meetings and will have time to meet as a team. If the EPRT should need anything during the visit, the DASI will be available and ready to assist.

At the beginning of each stakeholder meeting, the EPRT leader should introduce the group and state the purpose of the meeting. A safe and welcoming environment will be fostered so that stakeholders feel comfortable to discuss important issues openly. Team members should take notes during the meetings to capture responses and ideas to contribute to the report. The EPRT may choose to hand out index cards for participants to write down their answers to questions anonymously. In either case, the leader is responsible to ensure that participants know that all information shared is for the EPRT only, and that statements made will be valued, respected, and kept confidential.

Following the Site Visit

a. The EPRT leader will reach out to the DASI with any questions regarding layout and organization of the External Review Team Report in Compliance Assist (utk.compliance-assist.com/program-review/).
b. The EPRT leader is ultimately responsible for the final External Review Team Report (See Appendix K), though all team members will collaborate to prepare and review the report. The EPRT leader must give all team members ample opportunity to review and work on the report. The report will be sent to the DASI in pdf format and must include the following about the department under review:
    i. Table of Contents
    ii. Timeline and Process
    iii. Executive Summary
        1. Introduction
        2. Themes
        3. Areas of excellence
        4. Areas for improvement
    iv. Standard specific strengths and opportunities with recommended actions and justification. Additionally, there is a place within each standard for external review team comments. For help using the Compliance Assist Program Review module in Campus Labs, visit https://complianceassistsupport.campuslabs.com/hc/en-us for help or reach out to Campus Labs Support 716-270-0000.
    v. Any other recommendations deemed appropriate, including recommendations for future practice at the departmental and divisional levels.
c. Within four weeks of the site visit, the EPRT leader will send the External Review Team Report to the DASI in PDF format. The DASI will then upload the final report into Compliance Assist. The DASI will also then notify the department director, Vice Chancellor for Student Life, and assigned Associate/Assistant Vice Chancellor that the report is ready for review.

Appendix J: Site Visit Itinerary

THE UNIVERSITY OF TENNESSEE KNOXVILLE

DIVISION OF STUDENT LIFE

Department Name

Program Review Site Visit Itinerary

Dates of Visit

External Program Review Team:

Name, title, university
Name, title, university
Name, title, university

Sunday Evening

Airport details: flight #/time/gate - person driving/cell number

Start Time	End Time	Event	Location	Staff Host
5:45 pm	6:00 pm	**Depart Hotel**		
6:00 pm		**Welcome Dinner** External Program Review Team (EPRT) NAME, Assistant Vice Chancellor NAME, Director of [DEPARTMENT] Dr. Melissa Brown, Director of Assessment and Strategic Initiatives (DASI)		

Monday

Start Time	End Time	Event	Location	Staff Host
7:45 am	8:00 am	**Depart Hotel**		
8:00 am	9:00 am	**Catered Breakfast** **Senior Leadership** Dr. Carilli, Vice Chancellor Dr. Cuevas, Associate Vice Chancellor Dr. Jill Zambito, Assistant Vice Chancellor Mark Alexander, Assistant Vice Chancellor Dr. Shea Kidd-Houze, Assistant Vice Chancellor and Dean of Students		
9:00 am	10:00 am	**Department Director/Guided Tour of Facilities**		
10:00 am	10:15 am	**Break**		
10:15 am	11:15 am	**Department Staff**		
11:15 am	12:15 pm	**Stakeholder Group 1**		
12:15 pm	1:15 pm	**Catered Lunch**		

		EPRT Only		
1:15 pm	2:15 pm	**Student Life Leadership Team**		
2:15 pm	2:30 pm	**Break**		
2:30 pm	3:30 pm	**Stakeholder Group 2**		
3:30 pm	4:30 pm	**Stakeholder Group 3**		
4:30 pm	4:45 pm	**Break**		
4:45 pm	5:45 pm	**Student Stakeholder Group**		
6:00 pm	-	**Catered Dinner & Process Time** EPRT Only		

Tuesday

Start Time	End Time	Event	Location	Staff Host
7:45 am	8:00 am	**Depart Hotel**		
8:00 am	8:45 am	**Catered Breakfast**		
8:45 am	9:45 am	**Stakeholder Group 4**		
9:45 am	10:45 am	**Stakeholder Group 5**		
10:45 am	11:00 am	**Break**		
11:00 am	12:00 pm	**Stakeholder Group 6**		
12:00 pm	2:00 pm	**Catered Lunch & Process Time** EPRT Only		
2:00 pm	2:40 pm	**Preliminary Report:** Dr. Vincent Carilli, Vice Chancellor Dr. [NAME], Assistant Vice Chancellor [NAME], Director of [DEPARTMENT] Dr. Melissa Brown, DASI		
2:40 pm	3:00 pm	**Preliminary Report: Staff**		
3:00 pm	3:30 pm	**Wrap Up** DASI and EPRT		
3:30pm	4:30 pm	**EPRT Wrap Up/Travel**		

Airport details: flight #/time/gate - person driving/cell number

Appendix K: Review Team Final Report Outline

Based on the findings from the Self-Study report and the site visit, the external review team is asked to jointly develop a written report that assesses the department's performance and offers suggestions for future improvement. A sample external review report outline is located below; however, the external review team members are encouraged to include any issues or topics they deem necessary to create a comprehensive report.

***Step One*: Table of Contents**

***Step Two*: Timeline and Process**

***Step Three:* Executive Summary**

Please provide a narrative addressing the following:

a. **Introduction**
b. **Themes**
c. **Areas of Excellence -** describe what the department does well. Include how these areas support the unit's mission and goals, and how they could be seen as pioneers/leaders in their field (if applicable).
d. **Areas for Improvement -** describe areas upon which the department should improve and identify specific reasons why these areas need improvement.

***Step Four*: Assessment of Significant Items and/or Focus Area Opportunities**

Standard – please address the items below for each applicable standard reviewed. Please add this content to the appropriate text field labeled "External Review Team Recommendations/Comments" in the Compliance Assist program review module.

- **Strengths**
- **Opportunities**
- **Recommended Actions and justification**

Review Team members are also encouraged to submit completed CAS Self-Assessment Guides for each standard.

***Step Five*: Focus Areas Outside the Scope of Review (if applicable)**

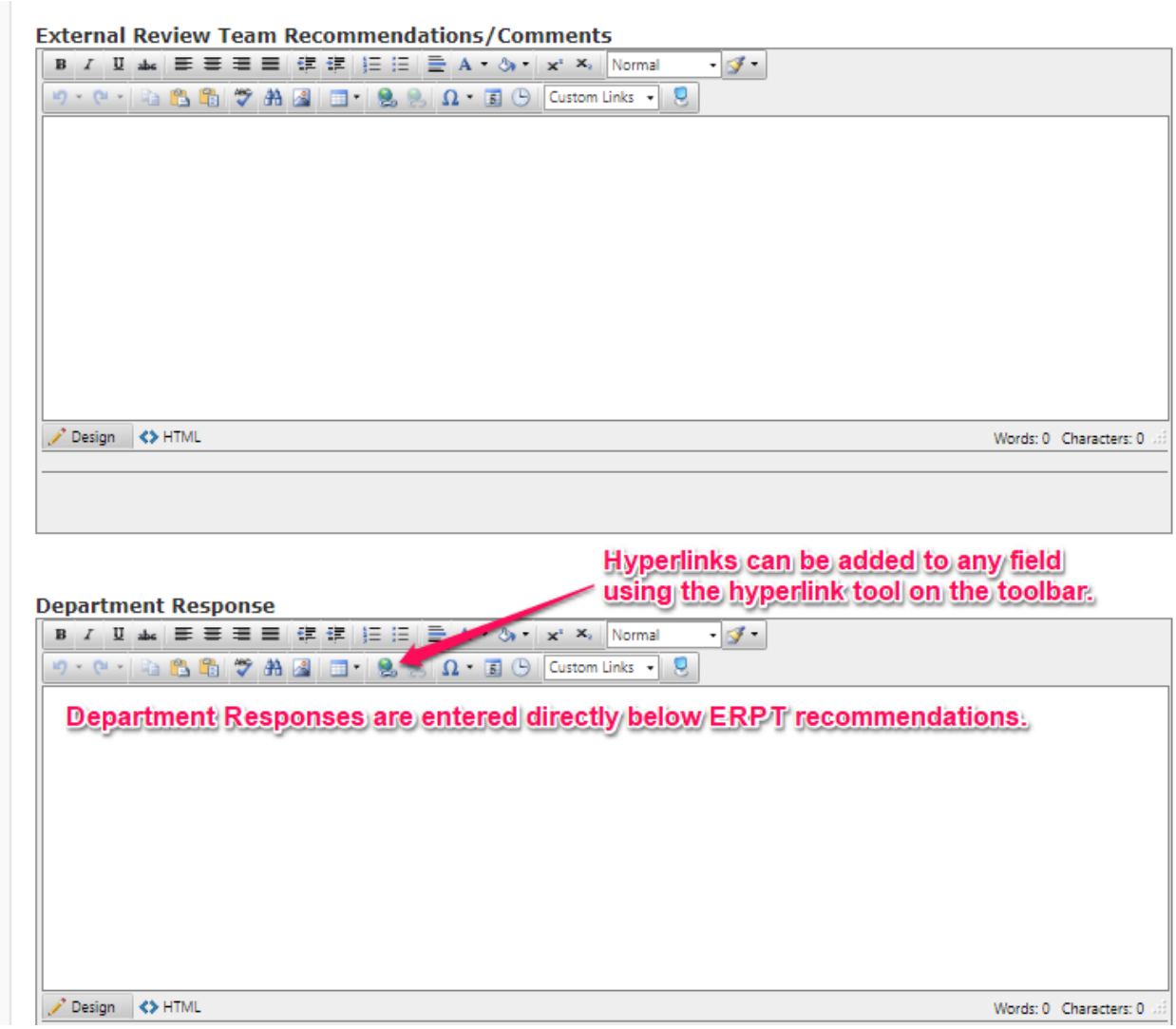
***Step Six*: Conclusion**

Please share any additional comments for the good and continuous improvement of the department, division or university. Please note that this written report is built in Compliance Assist with the assistance of the Director of Assessment & Strategic Initiatives.

Note: In cases where the report contains recommendations for increased funding or staffing, recommendations for reallocations of funding and/or retirement of programs/initiatives should also be provided.

Appendix L. Department Response Report / Action Plan

The Department Response Report concludes the self-assessment process by detailing actions to be taken as a result of the EPRT's Final Report. Next to each applicable standard in Compliance Assist where action is required, departments will write a brief action plan statement in the "Department Response" text field (see screenshot below):



Any content that is not directly related to standards should be shared with the DASI in narrative form in PDF format to upload into Compliance Assist. A spreadsheet is required to track progress annually (Appendix M). The department director will submit that document to the DASI for uploading into Compliance Assist.

The Department Response Report should address the following in narrative form with the tracking spreadsheet submitted to the DASI:

a. Proposed goals, with specific action steps that are needed to reach each goal.

b. Metrics to measure progress
c. Timeline for completion (include Start and End dates)
d. Responsible parties
e. Implementation strategy
f. Evaluation process

Appendix M. Department Implementation Plan and Tracking Spreadsheet

Department: **Date of Program Review:**					
Recommendation	**Action Steps & Metrics**	**Progress**	**Timeline**	**Responsible Staff**	**Complete**

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