Program Review Guidelines

Updated March 2023

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Introduction

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 evaluate strengths and weaknesses, and to determine future action needed. This process empowers departments within the Division of Student Life to think critically about their work and its impact on the student experience at UT to continually improve our campus and community.

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 the on-site 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 and other materials provided.
- 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 [Anthology (formerly Campus Labs)](#) or contact Anthology support **(716) 652-9400.**

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Welcome

The Departmental Program Review is designed to be a collaborative process that will enhance 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 think critically about their work and the impact it is making on the student experience at The University of Tennessee to continuously improve our campus and community.

Powered by Campus Labs

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UT and Student Life Mission Statements

The University of Tennessee, Knoxville Mission Statement

We are a diverse community with a shared commitment to discovery, creativity, and education. At UT Knoxville we:

- *Empower learners of all ages and backgrounds to achieve their dreams through accessible and affordable education;*
- *Advance the prosperity, well-being, and vitality of communities across Tennessee and around the world through our research, teaching, service, and engagement; and*
- *Commit to excellence, equity, and inclusion within the university, across the state, and in all our global activities.*

The Division of Student Life Mission Statement
The Division of Student Life develops student-centered opportunities that contribute to a transformative Volunteer Experience. These experiences create a climate in which learning, belonging, engagement, inclusivity, and care can thrive.

Program Review Guidelines

The departmental program review is a collaborative process that enhances the missions of both the University and 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 every five years 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.

Program Review Goals
- Provide evidence to assist departments in reallocation of department resources
- Align with the Academic Program Review process at The University of Tennessee, Knoxville
- Identify strengths, opportunities, and aspirations through both the planning process and the contributions of the External Program Review Team (EPRT)
- Evaluate the unit's assessment practices and effective measurement of student learning and program outcomes
- Support the university's commitment to institutional effectiveness and the expectations of Southern Association of Colleges and Schools commission on Colleges (SACSCOC)
- Provide an overall understanding of the contributions of the department to the

mission and goals of both the university and division

- Shape and launch department strategic planning for both short- and long-term planning processes

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 C 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 D for sample meeting agenda.

III. Formation of the Self-Study

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. *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.
b. *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 complete the executive summary. These departments will work with their Associate Vice Chancellor and the DASI to report outcomes to the Division of Student Life.
c. 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 E for Self-Study Guidelines.

IV. Formation of the External 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 (Appendix F). The department director will then work with the appropriate Associate or Assistance Vice Chancellor (AVC) and 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 (one month 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 F for Reviewer Proposal Form).
2. The department director will work with the AVC and DASI to identify the "Lead" reviewer for the EPRT (see Appendix G 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. During this verbal consent, the director with inform the prospective reviewer of follow-up contact by the DASI
3. The DASI will extend formal invitations to all identified members to participate in the review through an e-mail requesting a Zoom shortly thereafter.
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. If will also need to be determined if the reviewers will conduct the visit remotely or face-to-face.

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. The DASI will upload this into Compliance Assist in PDF form. (See Appendix H)

     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, 2020)

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 E.

OASI has developed common CAS standard language with resources for the standards that address IV. Assessment, IX. Ethics, Law and Policy, X. Financial Resources, XI. Technology, and XII. Facilities and Infrastructure. These resources can be accessed through OASI via e-mail.

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 at least 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 and the Executive Summary report electronically with all members of the EPRT before the site visit. Three physical folders with printed information should be created for the Vice Chancellor, Associate Vice Chancellor or 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 or Virtual Visit Itinerary

A detailed itinerary for the EPRT's on-site or virtual visit should can be found in Appendices I&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, and the DASI, should all receive copies of the itinerary no less than two weeks before the visit.

During the 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
- Students (undergraduate, graduate, those involved with department initiatives and those not, diverse representation, etc.)

All meetings should be offered through Zoom for those that choose to participate virtually. If stakeholders prefer to share their experiences with the department under review in an anonymous manner, they can use a QR code that directs them to a survey on Baseline. These qualitative entries are made available to the EPRT only via the DASI.

It is important to maintain a safe and welcoming environment so that stakeholders 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. Appendix K has a recommended statement to facilitate establishing this environment.

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 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, and DASI. After the 20-30 minutes, the department director and staff are invited to join for a broad themed review of the findings. The director will then schedule a meeting with the Vice Chancellor for Student Life, assigned Assistant/Associate Vice Chancellor/Associate Dean of Students for Student Life to discuss recommendations related to leadership and/or human resources. Please see Appendix I for the full itinerary. You must list the names of the stakeholders in the meeting holder on the itinerary along with their title (see Senior Leadership breakfast as an example).

During the Welcome Dinner (on-site visit) or Kick-Off meeting (virtual visit), the AVC, EPRT, DASI, and director will discuss the visit overall. Specifically, the EPRT will have an opportunity to ask any questions they may have regarding the content of the self-study. The AVC and director will also reiterate the key issues they would like the EPRT to address. This content can be found at the end of the executive summary.

The senior leadership breakfast is a key meeting purposefully positioned as the first stakeholder meeting with the EPRT. During this meeting, the senior leadership team will share what they see are the strengths and areas for improvement for the department. They will also charge the EPRT to review the leadership of the department. This should be included in the EPRT Response Report. Further expectations can be seen in the Senior Leadership Breakfast agenda in Appendix L.

The EPRT will present oral findings prior to departing from campus. There are potentially three parts to the oral presentation. If it is determined that there are department leadership concerns, those will be identified during the working lunch on day two. The DASI will check in with the EPRT and invite the VC and AVC into a brief meeting prior to the first part of the oral findings with the director. An outline for the oral findings can be found in Appendix S.

III. EPRT Accommodations and On-Site Visit

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.

The Office of the Vice Chancellor will collect the required documents (Vendor Business Classification Form, Vendor Payment Selection Form, Vendor W9 Form, Worker Classification Questionnaire) from the external review team members to ensure access to Campus Labs and timely payment of the honorariums upon completion of the EPRT Response Report.

IV. External Review Team Report

Within four weeks of the visit, the EPRT is expected to provide a written assessment of the department. The template for this report can be found as Appendix M. 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 DASI and assigned AVC/Associate Dean, and Vice Chancellor for Student Life. Once the report is approved, the DASI will share the report with the department director.

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 of the department will share the final report with their respective department.

Phase 4: Department Response

After the external review team report has been received, the department will respond with an action plan, the Department Response Report (Appendix N). The provided template should be used to complete this step within one month of receiving the review team's findings.

The DASI should be notified for review and approval of the Department Response Report. 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 O).

Upon completion of the Department Response Report, the director will share both the report and the action plan with the department staff. It is encouraged to also invite the stakeholders that participated in the on-site review process. A template for the department share-out is included in Appendix P.

Within 6 month of the program review on-site visit, the unit will share an update presentation with the leadership team. The unit will use the power point presentation provided by OASI. The fourth slide is optional. A preview of this presentation can be found in Appendix T.

Appendices

The following appendices accompany these Program Review Guidelines and be found on the Office of Student Life Assessment and Strategic Initiatives' Share Point site

Appendix A: Program Review Schedule 2018-2025

Appendix B: Program Review Timeline

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

Appendix D: Sample Meetings Agendas and Follow-Up Emails

Appendix E: Self-Study Guidelines

Appendix F: Review Team Proposal Form

Appendix G: External Review Team Roles and Responsibilities

Appendix H: Department Executive Summary Report Template

Appendix I: On-Site Visit Itinerary

Appendix J: Virtual Site Visit Itinerary

Appendix K: Stakeholder Meeting Recommendations

Appendix L: Senior Leadership Breakfast Agenda

Appendix M: External Review Team Final Report Template

Appendix N: Department Response Report Template

Appendix O: Department Implementation Plan and Tracking Spreadsheet

Appendix P: Department Follow-Up Meeting

Appendix Q: Sample Program Review Announcement Email

Appendix R: Sample Program Review Calendar Invites

Appendix S: Preliminary Oral Findings Meeting

Appendix T: Program Review Update Presentation

Appendix A: Program Review Schedule 2023-2027

Division of Student Life Program Reviews 2023-2027

Departments			
Department	*Last Review*	*Next Review*	*Considerations*
Student Conduct & Community Standards	Spring 2018	Summer 2023	5 years
University Housing	Fall 2018	Spring 2024	5.5 years – Pushed a semester to account for new leadership
Office of Sorority & Fraternity Life	Fall 2019	Fall 2024	5 years
Multicultural Student Life	Fall 2019	Fall 2024	5 years
Student Union	Spring 2020	Spring 2025	5 years
Center for Health Education & Wellness	Summer 2021	Spring 2026	5 years
Center for Student Engagement	Fall 2021	Fall 2026	5 years
Jones Center for Leadership & Service	Fall 2021	Fall 2026	5 years
Student Disability Services	Spring 2022	Spring 2027	5 years
Pride Center	Spring 2022	Spring 2027	5 years
RecSports	Fall 2022	Fall 2027	5 years
Care & Resilience	Established spring 2022	Fall 2027	5 years *first review

Revised 03/14/2023 OASI

Appendix B: Program Review Timeline

Program Review Timeline and To-Dos Checklist

Department:

Date of Review:

Key Contacts:

Director:

Admin Support:

External Review Team Lead:

Timeline and To-Dos
Twelve months before:

a. **DASI.** Schedule program review kickoff meeting with director(s).
    b. **Director.** Email DASI the preferred dates for program review (Sun/Mon/Tues)
    c. **DASI.** Confirm dates with director after verifying with Vice Chancellor, Associate Vice Chancellor or the assigned Assistant Vice Chancellor. DASI will send 3 calendar invites:
    1. Kick-off Meeting - Sunday @6p
    2. Senior Leadership Breakfast – Monday @8a
    3. Preliminary Oral Report - Tuesday @2p
    d. **Director.** Send general announcement email notifying leadership team and department staff of program review dates (See Appendix Q).
    e. **Director.** Budget travel expenses for the external program review team in budget reviews (The Office of the Vice Chancellor will support the taxable honorariums).

Six months before:

f. **Director.** Send list of 5-7 proposed external reviewers to DASI for approval (Appendix F).
    g. **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.
    h. **DASI.** Secure agreements from the top three external program reviewers through Zoom conference.

Five months before:
i. **Director/DASI.** Department orientation meeting with staff (Appendix D).

Create department Self-Study outline in Compliance Assist. Schedule a meeting with the staff writing team once assignments are made for completing the self-study.

j. **Director/Staff.** Determine what standards will be used to for Self-Study.

k. **Director.** Send preferred outline for Compliance Assist on word document. Assign portions of Self-Study to the various parties for completion.

Three months before:

l. **Director.** Submit list of stakeholder meetings for the on-site or virtual visit itinerary (Appendix I&J). Plan the group self-study rating exercise.

m. **DASI.** Set date for completion of documents in Compliance Assist (Self-Study and executive summary are sent to EPRT three weeks prior to site visit).

Two months before:

n. **Director / DASI.** Finalize virtual or on-site visit itinerary.

o. **Admin.** Email calendar invites for interview sessions with stakeholders (See Appendix R)

p. **Admin.** Reserve locations for EPRT to meet.

q. **Admin.** Reserve hotel room(s) for EPRT.

r. **Admin.** Reserve plane ticket(s) for EPRT, if applicable.

s. **Student Life Finance Admin.** Have the EPRT members complete the contractual paperwork for honorarium (Office of the Vice Chancellor).

t. **Student Life Finance Admin.** Request NetIDs for EPRT from OIT to access Compliance Assist two weeks prior to the site visit (Office of the Vice Chancellor).

One month before:

a. **Admin.** Make meal arrangements for on-campus dining (dining.utk.edu/catering 4-4111).

b. **Director.** Confirm Self-Study and Executive Summary (Appendix H) are ready for DASI review (four weeks prior to the site visit).

c. **DASI.** Provide suggested edits/approval will be provided by the DASI and AVC within one week. Email the final site visit itinerary to department director, EPRT, VC, and AVC (Upload to Compliance Assist-Document Directory).

Two weeks before:

d. **Director.** Confirm completion of review materials in Compliance Assist and notify DASI for final review.

e. **DASI.** Send materials to EPRT (itinerary, campus map, Knoxville Visitor Sheet, and link to Self-Study in Compliance Assist).

f. **Admin.** Prepare EPRT swag bags (hotels rooms) and folders for on-site review team and in the Document Directory in Compliance Assist (itinerary, executive summary, recommendation report from previous program review, organization chart, budget sheet, and key contact information) and folders for VC, AVC, and DASI (itinerary, executive summary, review team bios, previous review

recommendations).

Gearing up to the day of:

    a. **Admin.** Confirm meeting spaces - be intentional about room configuration in advance.

    b. **Admin.** Call one day prior to confirm refreshments.

    c. **Admin.** Supply pens/pencils and notepads.

    d. **Admin/Director.** Confirm airport pick-up and Sunday dinner arrangements if applicable.

    e. **DASI.** Provide QR code for interview participants to share anonymous feedback with the EPRT.

Follow-up:

    a. **DASI.** Thank you emails within a week reminding EPRT of report deadline.

    b. **Student Life Finance Admin.** Pay taxable honorariums after receipt of EPRT report (One month after on-site visit).

    c. **Director**. Schedule meeting with VC and AVC to discuss response report and action plan following the receipt of the EPRT Final Report.

    d. **Director.** Prepare Department Response Report (Appendix N) and Implementation Plan and Tracking Sheet (Appendix O) within 1-2 months of receiving the EPRT report.

    e. **Director.** After the Response Report is completed, the director will share the EPRT report and action plan with staff and/or stakeholders. (See Appendix P).

    f. **Director.** Update presentation given six months after the on-site visit. (See Appendix T).

Appendix C: 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. Assist department processes to develop the pre-visit materials (Executive Summary, Self-Study and Compliance Assist, itinerary, folders, etc.)
4. 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. Oversee the procurement of NetIDs and payment of honorariums working with the Vice Chancellor's office.
   Serve as the site host for the review team's site visit.

   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.)

5. Ensure the Department Response Report and Department Implementation Plan is entered into Campus Labs within one month of the receipt of the EPRT's final report.
6. Encourage the department in strategic planning after the program review has concluded.

Appendix D: Sample Meeting Agendas and Follow-Up Emails

AGENDA: Program Review Kickoff Meeting for Departments

   I.   Introduction to Program Review
  II.   Overview of Roles & Responsibilities
 III.   Introduction to Compliance Assist
  IV.   Next Steps
         A. Select/confirm dates
         B. Identify standards
         C. Recommend reviewers
         D. 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) for consideration, as well as any times that are absolutely in conflict for your department
❑ Decide which standards (CAS or otherwise) will be used to create your Self-Study
❑ Send names/Net IDs of team members who need access to Compliance Assist access to assist in the building of the 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. Review the purpose of the program review process

    b. Overview of program review guidelines/phases/roles

    c. Share confirmed 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. External review team members

    c. Review team suggestions/requests

III. Self-Study

    a. Review executive summary and self-study content in Compliance Assist

    b. Overview of Self-Study standards

IV. Timeline review/Q&A

AGENDA: External Program Review Team Welcome Dinner

I. Welcome by DASI
II. Introductions
    a. Lead reviewer and team
    b. AVC and director
III. EPRT Questions
    a. Self-study and Executive Summary questions
    b. On-site visit questions
IV. AVC and Director
    a. Reinforce priorities for the EPRT
    b. Share concerns and unique political lenses applicable to UT if needed for context

AGENDA: Program Review Staff Writing Team

I. Welcome
II. Timeline
III. Self-Assessment Guide (SAG)
- a. Assigned narratives
- b. Writing
  - i. Narrative
    - 1. CAS canned documents
  - ii. Rationale
- c. Rating process
  - i. Individual
  - ii. Group
IV. Compliance Assist
- a. Login and guide
- b. Check-in or check out
- c. Document Directory vs Requirement Sources
- d. [Compliance Assist Help Center](#)
V. OASI Share Point Site
- a. [General Resources](#)
- b. [EPRT Compliance Assist Guide](#) (Can be used by staff too)

Appendix E: 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 template for this document can be found on online [here](#).)

   a. **Department Introduction**- include departmental history and organizational framework (org charts), departmental strategic plan, constituents served, strategic plan.

   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.

   d. **Summary of Relevant Data-** include data related to learning outcomes, program outcomes, usage, access, certifications, memberships, retention, etc.

   e. **Key issues**- include strengths, concerns, any internal or external challenges/concerns facing your department, staff, etc. that you would like for the review team to examine further. Include key issues and questions for the EPRT.

2. **Overview of the CAS or other professional organizational standards -** Each of these standards is explained in detail within each page of the department's CAS Self-Study found in Compliance Assist. Each external review team member will receive access to this material to inform their practice. Departments will utilize the SAG to provide information regarding each of the standards in the 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 F: 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 and phone number)	Current Role/Institution *(may also include involvement in professional associations)*	Evidence of Expertise
Preferred Lead:		

Appendix G: 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 which is 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 Appendix K has been provided to assist the development of these questions. 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. Senior Leadership Breakfast to hear about priorities and areas of interest on behalf of senior leadership (Appendix L).
   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 videoconferencing may occur for stakeholders unable to attend meetings. Appendix K contains material to guide the EPRT through the various meetings scheduled during the on-site visit.
   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. Preliminary Findings meeting (Appendix S) with the Vice Chancellor for Student Life, the assigned Associate/Assistant Vice Chancellor/Associate Dean of Students for Student Life, and the DASI. The department director and staff will be invited for an additional sharing of findings from a broader more strategic perspective.

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 An example statement can be found in Appendix K. Team members should take notes during the meetings to capture responses and ideas to contribute to the report. The EPRT will introduce the QR codes provided for participants to electronically record 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. Within four weeks of the site visit:
    1. the EPRT leader will send the External Review Team Report to the DASI. The DASI will then shar the report with the Vice Chancellor and Associate Vice Chancellor for review. Any requests for edits or clarification within the report will be communicated by the DASI to the lead reviewer. Once the report has been finalized, the DASI will upload the final report into Compliance Assist.
    2. EPRT leader is ultimately responsible for the final External Review Team Report (Appendix M), 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.
b. Standard specific strengths and opportunities with recommended actions and justification will be entered into the field titled "Strengths and/or Opportunities and Recommendations" in the Compliance Assist module within Campus Labs. 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.

Appendix H: Department Executive Summary Report Template

This template for this report can be found on the Office of Student Life Assessment and Strategic Initiatives Share Point site under helpful documents and templates.

Department Name

Program Review Site Visit Itinerary

Dates of Visit

External Program Review Team:

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

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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	9:30 am	**Catered Breakfast** **Senior Leadership** Dr. Frank Cuevas, Vice Chancellor [NAME], Associate Vice Chancellor and Dean of Students [NAME], Assistant Vice Chancellor and Executive Director of University Housing [NAME], Assistant Vice Chancellor [NAME], Assistant Vice Chancellor Accessing campus WIFI: 1. Select UT Open 2. Use your NetID and password as if logging into Compliance Assist 3. Answer "yes" to staff 4. When rerouted, follow steps to register		

		your device 5. Finally, login to Eduroam (use full e-mail address and password) If you are not successful accessing the campus WIFI after these steps, call OIT Helpdesk directly at 865-974-9900.		
9:30 am	9:40 am	Break		
9:40 am	10:40 am	**Department Director/Guided Tour of Facilities**		
10:40 am	11:00 am	Break		
11:00 am	12:00 pm	**Department Staff**		
12:00 pm	1:30 pm	**Catered Lunch** EPRT Only		
1:30 pm	2:30 pm	**Student Life Leadership Team** (Divide EPRT) Group A – [NAME], Group B – [NAME] Group C – [NAME]		
2:30 pm	2:40 pm	Break		
2:40 pm	3:40 pm	**Stakeholder Group 1**		
3:40 pm	3:50pm	Break		
3:50 pm	4:50 pm	**Stakeholder Group 2**		
4:50 pm	5:00 pm	Break		
5:00 pm	6:00 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	9:00 am	**Catered Breakfast** EPRT Only		
9:00 am	10:00 am	**Stakeholder Group 4**		
10:00 am	10:10 am	Break		
10:10 am	11:10 am	**Stakeholder Group 5**		
11:10 am	11:20 am	Break		
11:20 am	12:20 pm	**Meeting with Department Director**		
12:20 pm	2:00 pm	**Catered Lunch & Process Time** EPRT Only		
2:00 pm	2:30 pm	**Preliminary Report: Leadership** Dr. Frank Cuevas, Vice Chancellor [NAME], Assistant Vice Chancellor [NAME], Director of [Department] Dr. Melissa Brown, DASI		
2:30 pm	3:00 pm	**Preliminary Report: Staff** *Leadership also attends		
3:00 pm	3:30 pm	**Wrap Up** DASI and EPRT		
3:30pm		**EPRT Departure**		

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

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Appendix J: Virtual Site Visit Itinerary

Department Name

Program Review Virtual Visit Itinerary

Dates of Visit

External Program Review Team:

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

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Sunday Evening

Start Time	End Time	Event	Location	Staff Host
6:00 pm		**Kickoff Meeting** External Program Review Team (PRT) [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
8:00 am	9:30am	**Senior Leadership** Dr. Cuevas, Vice Chancellor [NAME], Assistant Vice Chancellor and Executive Director of University Housing [NAME], Assistant Vice Chancellor [NAME], Assistant Vice Chancellor [NAME], Associate Vice Chancellor and Dean of Students		
9:30 am	9:40 am	Break		
9:40 am	10:40 am	**Department Director/Guided Tour of Facilities**		
10:40 am	11:00 am	Break		
11:00 am	12:00 pm	**Department Staff**		
12:00 pm	1:30 pm	**Lunch Break**		
1:30 pm	2:30 pm	**Student Life Leadership Team** (Divide PRT/Breakout rooms)		

Start Time	End Time	Event	Location	Staff Host
		Group A – [NAME] Group B – [NAME] Group C – [NAME]		
2:30 pm	2:40 pm	Break		
2:40 pm	3:40 pm	**Stakeholder Group 1**		
3:40 pm	3:50pm	Break		
3:50 pm	4:50 pm	**Stakeholder Group 2**		
4:50 pm	5:00 pm	Break		
5:00 pm	6:00 pm	**Student Stakeholder Group**		

Tuesday

Start Time	End Time	Event	Location	Staff Host
8:00 am	9:00 am	**Review Team Meeting**		
9:00 am	10:00 am	**Stakeholder Group 3**		
10:00 am	10:10 am	Break		
10:10 am	11:10 am	**Stakeholder Group 4**		
11:10 am	11:20 am	Break		
11:20 am	12:20 pm	**Stakeholder Group 5**		
12:20 pm	2:00 pm	**Virtual Lunch & Process Time** PRT Only		
2:00 pm	2:30 pm	**Preliminary Report:** Dr. Cuevas, Vice Chancellor Dr. [NAME], Assistant Vice Chancellor [NAME], Director of [Department] Dr. Melissa Brown, DASI		
2:30 pm	3:00 pm	**Preliminary Report: Staff** *Leadership also attends		
3:00 pm	3:30 pm	**Wrap Up** DASI and EPRT		

Appendix K: Stakeholder Meeting Recommendations

Stakeholder Meeting Recommendations

This document has been created to assist the External Program Review Team (EPRT) in facilitating conversations with various stakeholders that engage with the department under review. Please feel free to modify the questions as needed to elicit the content needed to inform your observations. The questions provided are simply recommendations. Please begin each interview by reading the welcome script provided below.

Welcome Script/Beginning Statement:

Hello, welcome, and thank you for taking the time to join us. We are excited you have chosen to participate in the program review for [DEPARTMENT]. [EPRT MEMBER NAMES] were invited to participate in this ongoing evaluation process and will serve in the role of conveners, listeners, and learners.

Our purpose in this process is to observe/study the culture, climate, and practices present at UTK related to [DEPARTMENT]. We will take notes on the experiences shared. Please know that names will not be associated with any statement or message. As a team, we will review all notes and highlight common themes that emerge.

It is important for us to commit to honoring anonymity in this process. The details of who shares something in this space stays here. We do plan to include what is learned from the collective conversation all of us engage in. We honor confidentiality and look forward to hearing your observations, ideas, and thoughts related to [DEPARTMENT].

There are multiple ways to engage with us in this exercise. The most immediate is for each of you to share during this conversation. As time is limited, please know that there is a QR code available for anonymous sharing of information. The material collected through the QR code will only be reviewed by the EPRT. We request that you refrain from sharing important information with us in between meetings to ensure we remain on schedule and prevent the loss of any information. If you prefer to share something privately, you may use the QR code provided.

In order to maximize this time, we invite all to practice the lean in/lean out method and allow time for everyone to participate. Any questions?

Potential questions for standard stakeholder groups

Senior Administrators:

- What is your perception of the current/future role of [DEPARTMENT]?
- Who are [DEPARTMENT] constituents?
- How supported do you think the department feels? Morale? Financially? Understanding of their mission? Purpose?
- What would you consider to be successful outcomes of this review? What do you expect from the reviewers?
- How do you envision [DEPARTMENT] fulfilling their responsibilities?
- How often are you present at the [DEPARTMENT] events? Or those of their clubs?
- What are the strengths/opportunities of the department's leadership?
- Are there any concerns about the staff within [DEPARTMENT]?

Campus Stakeholders and/or Student Life Leadership:

- What has been your interaction with [DEPARTMENT]? (Individual responses)
  - If programming- What role did you play? (Assisted with the development, Financial only, aiding in marketing, etc.)
- What are the successful outcomes of this review?
- Are there areas of opportunity between [DEPARTMENT] and you that have not been missed?
- If the department/program were to add or remove activities, programs, or services – what would you suggest?
- What do you want us to know about this department/program?

Department Staff

- What is your perception of Student Life's senior staff's support? Fulfilling your mission/vision? Financial? Presence? Other resources?
  - Do you believe it is genuine? Or to appease the campus?
  - Is the senior staff proactive or reactive to [DEPARTMENT] issues/efforts?
- What resources are needed to move [DEPARTMENT] to the next level of excellence?
- What would you consider to be successful outcomes of this review? What do you expect from the reviewers?
- Professional Development opportunities? Upward mobility opportunities?
- What are you most proud of related to [DEPARTMENT]?
- What are the opportunities for improvement for [DEPARTMENT]?

Student Stakeholders

- What is your name, major, and affiliation with [DEPARTMENT]?
- What is your impression or perception of [DEPARTMENT] and the services and

programs offered?
- Do you feel that your organizations/clubs are receiving adequate support to fulfill your mission? If not, what additional support would you like to see financially, facilities access, human capital, etc.?
- What have been your experiences with [DEPARTMENT] as a student leader?

Appendix L: Senior Leadership Breakfast Agenda

Senior Leadership Breakfast Agenda

Charge to External Program Review Team

I.   Introductions lead by Vice Chancellor for Student Life

II.   Highlights from perspective of Senior Leadership

    Strengths of the department

    Opportunities for the department

    Aspirations for the department

III.   Requested information from the EPRT in the final report

    Culture and climate of the department

    Department leadership concerns and celebrations

IV.   Expectation of the EPRT Findings

    Executive Summary – language and content that will be shared with senior
    leadership and office staff in a broad overview

    Compliance Assist – operational steps to achieve the recommendations (audience
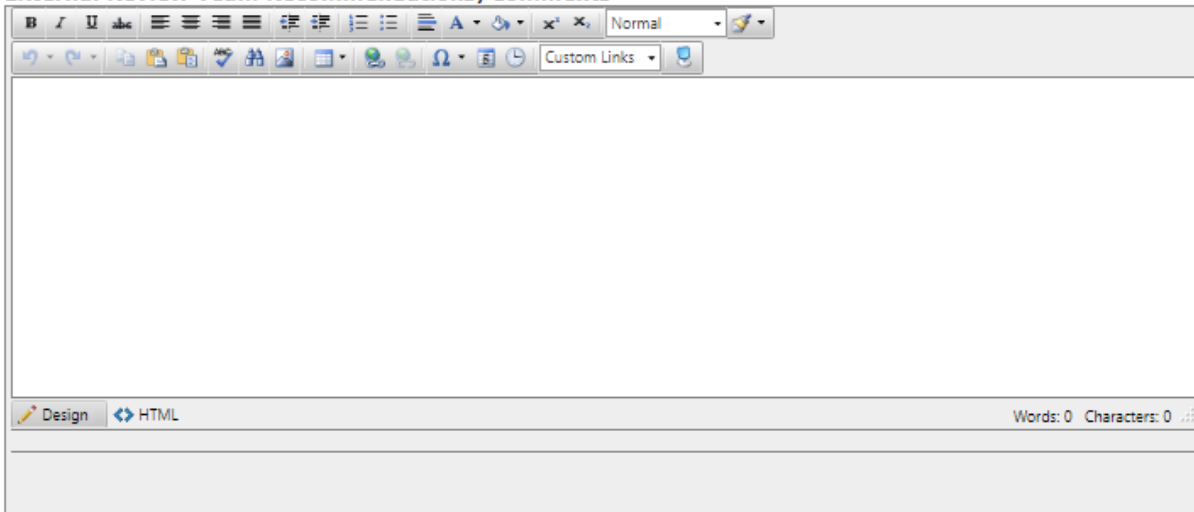   is staff and AVC)

Appendix M: External Review Team Final Report Template

This template for this report can be found on the Office of Student Life Assessment and Strategic Initiatives Share Point site under helpful documents and templates.

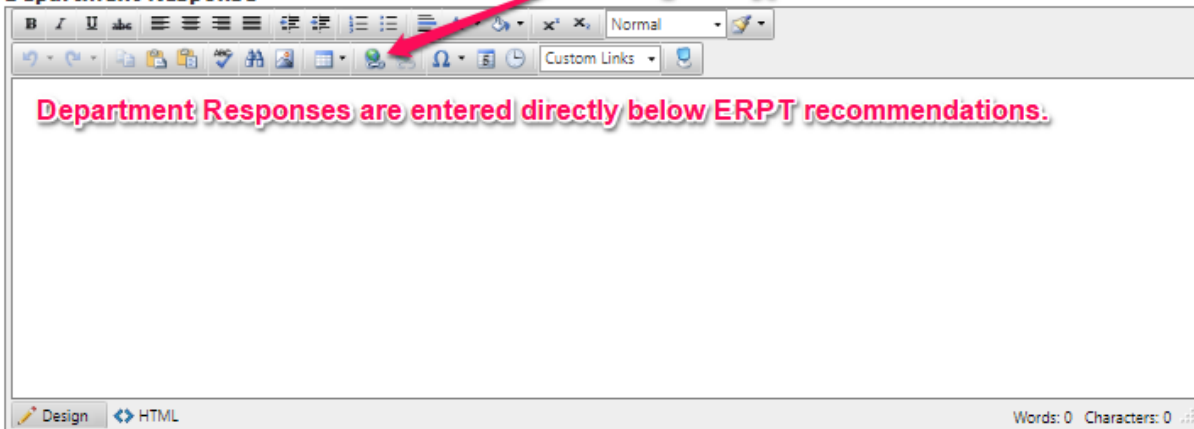**Appendix N: Department Response Report**

The Department Response Report concludes the self-assessment process by detailing actions to be taken as a result of the EPRT's Final Report using the template provided (Appendix M). A spreadsheet is required to track progress annually (Appendix O). The department director will submit that document to the DASI for uploading into Compliance Assist. Next to each applicable standard in Compliance Assist, departments will copy and paste the standard specific material from the Department Response Report in the "Department Response" textbox (see screenshot below):

*If there was no recommendation provided for a specific standard, please state as such in the textbox.

Appendix O: Department Implementation Plan and Tracking Spreadsheet

This template for this report can be found on the Office of Student Life Assessment and Strategic Initiatives [Share Point site](#) under helpful documents and templates.

Appendix P: Department Follow-Up Meeting

Post-Review Department Follow-Up Meeting

I. Review the process

    a. Three members of the external program review team (EPRT)

    b. Self-Study

    c. On-Site Visit

    d. Key issues the director shared prior to the visit

    e. EPRT Results Report

    f. Department Response Report and tracking sheet

II. Findings

    a. Celebrations

    b. Recommendations

III. Next Steps

    a. Action plan written by director and AVC

    b. Review of the tracking sheet and responsible parties

    c. Strategic Planning (Next 5 years)

IV. Conclusion

    a. Thank you for participation in the process

    b. Comments, questions, concerns

Appendix Q: 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 R: 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 can attend.

Thank you for your help!

Appendix S: Preliminary Oral Findings Meeting

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KNOXVILLE

OFFICE OF
STUDENT LIFE ASSESSMENT
AND STRATEGIC INITIATIVES

Preliminary Oral Findings Meeting Agenda

I. **Leadership concerns (VC, AVC, and DASI) 15 minutes before 1st part if needed**

   a. DASI to check-in with EPRT during working lunch

   b. Will call for VC and AVC early if needed

II. **1st part with (VC/AVC/Director/DASI) 30 Minutes**

   a. Initial findings/observations

   b. Preliminary recommendations/opportunities for improvement related to operations/services, programs, and staffing/staffing structure

   c. Challenges/limitations with review process (if applicable)

   d. Discuss clarification needed regarding terminology and/or other information to complete report

III. **2nd part with (1st part attendees plus department staff) 30 Minutes**

   a. Initial findings/observations

   b. General opportunities for improvement, not to include staffing/staffing structure

Appendix T: Program Review Update Presentation

Actions Taken by Unit

Enter text here describing actions taken as a result of the response report and the strategic planning timeline for development or presentation of the developed plan.

Steps Taken to Share With Stakeholders

Enter text here describing how findings informed action by the unit have been shared with stakeholders that invested in the process and other stakeholders as well.

This slide is optional.

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