Division of Student Affairs
Functional Area Program Review

Process Guidelines and Responsibilities

Purpose

The Division of Student Affairs at Marquette instituted a regular cycle of program review (internal and external) for functional areas within the purview of the Division. These reviews are based on the Council for the Advancement of Standards Professional Standards for Higher Education (CAS, 2012) or other discipline-specific standards. The program review process is designed to fulfill the goals of the current DSA Strategic Plan, which articulates the Division’s desire to:

- pursue excellence through varied and ongoing assessment efforts
- differentiate through assessment the effective from the ineffective programs and services
- establish goal accomplishment accountability through assessment, and
- create methods of measuring success and analyzing progress.

While supporting these Strategic Plan goals for assessment, the process of program review will have a number of benefits for the Division of Student Affairs and participating departments, including:

- creating a culture of data-driven reflection and improvement
- assisting departments with self-improvement and obtaining feedback to maintain program quality
- communicating with various stakeholder groups about the strengths and opportunities within departments and the division
- creating opportunities for collaboration between partners across the division and the university
- supporting key aspects of Marquette’s accreditation processes

Process

There are three primary phases to the Functional Area Program Review process at Marquette:

Internal Review and Evidence Collection (summer/early fall)
Department/functional area contacts will begin the evaluation process by completing a functional area self-study. This self-study includes identifying and aggregating existing evaluative evidence (e.g., annual reports; survey reports) and preparing a list of key questions/concerns to help guide the Campus and External Review teams.

Campus Review (late fall)
A Campus Review Team will be appointed by the Vice President for Student Affairs, using recommendations provided by the DSA Assessment Team and department(s) responsible for the functional area. This team (8-10 individuals) will include staff from outside the department/functional area, but internal to Marquette, as well as an undergraduate and graduate student. The purpose of the Campus Review Team is to create a team of people from Marquette who will become well-versed in the work of the functional area and can make recommendations for improvement.

External Review (early spring)
A team of professionals will be appointed by the Vice President for Student Affairs, using recommendations provided by the DSA Assessment Team and department(s) responsible for the functional area (recommended 2 to 4 individuals depending on the size and scope of operation to be reviewed). External reviewers are national leaders within the functional area for review. They will review documents submitted previously, visit campus to interview with various stakeholder groups, and tour facilities. The basis for review and report will be the appropriate CAS or other approved standards and the team will be asked to complete a review and set of recommendation using the framework and categories of the approved standards documents, as well as any additional questions/concerns that have been posed by the department, Campus and/or Internal Review Team.
Responsibilities and Guidelines

Internal Review Team Responsibilities and Guidelines

- Appoint an individual to coordinate the process on behalf of the functional area. For functional areas that include multiple departments, two individuals (one from each department) may be appointed to fill this role.
- Complete self-study information for the Campus Review and External Review Teams, using the program review tools in Campus Labs. This self-study includes:
  - Rating of performance on criteria within CAS (or discipline-specific) standards.
  - Identify and compile existing evaluative evidence to support ratings.
  - Prepare a list of key questions/concerns to guide Campus and External Review Team reviews.
- Recommend individuals to serve as members of the Campus Review Team. Once approved by the Vice President of Student Affairs, coordinate the solicitation of team members with the DSA Assessment Team.
- Recommend individuals to serve as members of the External Review Team. Once approved by the Vice President of Student Affairs, coordinate the solicitation of team members with the DSA Assessment Team.
- Coordinate an orientation meeting with the Campus Review Team. This meeting should include a tour of the facilities (as appropriate), as well as overview of the self-study process and findings.
- Plan and host the External Review Team site visit. This includes identifying and scheduling meetings with functional area members, Campus Review Team, and relevant stakeholders, as well as participating in an “exit conversation” with the External Review Team.
- Review the External Review Team’s final report and develop an action plan to respond to those findings.
- Prepare a final report including the External Review Team’s executive summary and recommendations, as well as functional area action plan to address those findings. This report will be submitted to the Vice President of Student Affairs and will be posted on the DSA Assessment website.

Campus Review Team Responsibilities and Guidelines

- Campus Review Team members and the Campus Review Team chair will be appointed by the Vice President for Student Affairs. Note that the Campus Review Team chair is responsible for scheduling Campus Review Team meetings and preparing final feedback in Campus Labs.
- Attend orientation meeting with the Internal Review Team. This meeting will include technology training, tour of the facilities (as appropriate), and overview of the self-study process and findings.
- Review functional area self-study and list of key questions/concerns outlined by the Internal Review Team, using the program review tools in Campus Labs. This review includes:
  - Becoming familiar with the work of the department.
  - Making comments regarding areas of agreement or disagreement with any of the self-study findings.
  - Include additional key questions/concerns to guide the External Review team reviews.
- Attend Campus Review Team meetings (estimated 1-2 meetings) to synthesize team feedback following review of functional area self-study.
- Finalize Campus Review Team feedback using the program review tools in Campus Labs.
- Provide support, as necessary, with Internal Review Team planning and hosting of External Review Team site visit.
- Participate in the External Review team site visit.

External Review Team Responsibilities and Guidelines

- External Review Team members and the External Review Team chair will be appointed by the Vice President for Student Affairs. Note that the External Review Team chair is responsible for preparing the final draft of the External Review Team report.
- Review functional area self-study and list of key questions/concerns outlined by the Internal Review Team, using the program review tools in Campus Labs. This review includes:
  - Becoming familiar with the work of the department.
  - Making comments regarding areas of agreement or disagreement with any of the self-study findings.
- Participate in External Review team site visit. This 1-2 day visit includes meeting with functional area members, Campus Review Team, and relevant stakeholders, as well as participating in an “exit conversation” with the Internal Review Team.
- Complete a final report of External Review Team findings and recommendations using the program review tools in Campus Labs. This report should be completed within 30 days of the campus visit.
Assessment Team Responsibilities and Guidelines

- Coordinate appointment of Campus Review and External Review Teams. This includes reviewing Internal Review Team recommendations for reviewers, proposing Campus and External Review Team membership to the Vice President of Student Affairs, and coordinating the solicitation of Campus Review and External Review Team members.
- Provide material support, such as CAS Standards books and self-assessment guides, report templates, etc.
- Provide technical support:
  - Work with Campus Labs to pre-populate program review tools with CAS (or discipline-specific) standards.
  - Provide access and training of program review tools in Campus Labs to Internal Review and Campus Review Teams.
  - Provide remote access and training of program review tools in Campus Labs to External Review Team members.
- Assist with scheduling for External Review Team site visit (e.g., reserving rooms).
- After approval from the Vice President of Student Affairs, upload the Internal Review Team’s final report and action plan on the DSA Assessment website.
- Share the Internal Review Team’s final report and action plan with the Campus Review Team.

Office of Student Affairs

- Appoint members of the Campus Review and External Review teams using recommendations provided by the DSA Assessment Team and department(s) responsible for the functional area.
- Coordinate contracting for External Review Teams site visit (processing consulting contracts and payment, coordinating travel and expense reimbursements, etc.)
- Review the Internal Review Team’s final report and action plan for appropriateness for distribution (e.g., DSA website), maintaining the intended spirit of improvement, transparency, and honesty.

Reports:
Reports and recommendations from the campus review and external review teams will be submitted to the Office of the Vice President for Student Affairs. A summary report will be created by the functional area to summarize what was learned through the review and actions to be taken as a result. Appropriate distribution of results will be mutually determined, maintaining the intended spirit of improvement, transparency, and honesty, and will include sharing information from the report with the Campus Review Team.

This summary report should be distributed to stakeholders as appropriate – ideally with information that can be made available on the DSA program review website (restricted to the campus network) to communicate with stakeholders the importance of the improvement process.

Annual Budget:
Annual expenses for functional area reviews will be centrally managed by the Office of the Vice President for Student Affairs.

Citation