Appendix IV. Guiding Questions

These questions are designed to be used by the units to help them identify strategic issues or challenges and generate a productive internal discussion. They should also be used by the Program Review Council and the external review team for their reviews.

1. How well does the program serve our students, faculty, or other constituencies?
   a. Is enrollment increasing or decreasing?
   b. How well does the program prepare students to succeed, that is, what are the student outcomes after graduation?
   c. Is this an important area of research for faculty or faculty and students? If so, what evidence supports this?
   d. Does the program meet a current or emerging need for Marquette, Milwaukee, the state, for the region?

2. Is this an area of distinctiveness, growth or innovation for the university?
   a. How does the program advance the university mission?
   b. How does the program rank nationally using the unit’s quality metrics?
   c. Is there potential to grow the program within our current market or reach new markets?
   d. Is there an opportunity to create an interdisciplinary program through collaboration with other units or external partners?
   e. What is the impact of the program on the reputation of the university?

3. Is the program well-managed, properly marketed and adequately resourced?
   a. Are we putting sufficient effort toward recruiting students for this program?
   b. Is the program properly resourced with respect to faculty and staff, facilities, and technology?
   c. Has the program implemented strategies for reallocating current resources to meet changes in the environment?
   d. Does the program have sufficient operating budget and other sources of support to meet the needs of students or does it have excess capacity?

4. Is this program an effective and efficient use of resources?
   a. Is there evidence that the program uses assessment results to improve teaching and learning? To inform progress toward strategic priorities and goals?
   b. Does the program use assessment results to drive decisions about the allocation of human, fiscal, and physical resources?
   c. How does the program compare to other academic programs within the college with respect to its financial profile? How does it compare to other programs outside the college with respect to its financial profile?
   d. Given its quality, alignment with mission, demand for the program, and operating surplus or loss, should we grow it, maintain it or reduce in size?
e. Is there any opportunity to combine this program with others or to merge its activities into other areas and still achieve its goals?