

Elements of an Effective Program Review Process

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Overview

- Background on program reviews
- Program review as part of planning and evaluation
- Components of a program review process
- Program review timeline
- Enabling program review through web technologies
- Demonstration
- Conclusions

The University of Central Florida

- Established in 1963 in Orlando, Florida: Metropolitan Research University
- Grown from 1,948 to 39,000 students in 39 years
 - 32,500 undergraduates and 6,500 graduates
- Doctoral intensive
 - 76 Bachelors, 57 Masters, 3 Specialist, and 19 PhD programs
- Second largest undergraduate enrollment in state
- Approximately 1,000+ faculty and 3500 staff
- Six colleges and two schools
 - Arts and Sciences, Business Administration, Education, Engineering and Computer Science, Health and Public Affairs, Honors, Optics, and Hospitality Management

Background

- Comprehensive periodic reviews of academic programs
- Every five to six years
- Often mandated
- Can be integrated with other reviews
 - Regional accreditation
 - Discipline-specific accreditation
 - Strategic planning reviews

Can Be Part of an Overall Planning and Evaluation Process



Linkages

- Share data and information
- Inform budget process

Differences

- Different cycles
- Additional data elements
- Different purposes
 - Continuous improvement
 - Evaluation
 - Planning

Relationship of Program Review to Assessment and Planning

- Outcomes assessment
 - Measure and use student and program outcomes for the purpose of improving programs
 - Formative evaluation
- Program reviews
 - Measure and judge student and program outcomes for the purpose of making decisions about the program
 - Summative evaluation
- Strategic planning
 - Measure institutional outcomes to determine progress toward goals
- Important to keep these processes distinct

Program Reviews in Florida

- Legislatively mandated
- All programs required to go through review every five years
- Four years ago, the State of Florida allowed each university to define its own process
- However, the State still remains involved
 - 5-year schedule for reviews
 - Review program review documents
 - Extract information

Objectives of Program Review Process

- Conduct comprehensive review of the program
- Gain historical perspective of program
- Gain opinion of external consultant
- Identify primary areas for program improvement
- Bring program's needs for change to management's attention
- Highlight programs with the dean, provost, president, board of trustees, and state
- Avoid duplication of effort
 - Coordinate schedule with accreditation cycles

Our Program Review Process

- Modeled after a strategic planning review process
- Programs within a theme area (e.g., physical sciences) are scheduled at the same time, but reviews are conducted at the program level
- Examines five elements related to the program:
 - Demand
 - Quality
 - Competitive advantage
 - Centrality
 - Cost
- Analyzes strengths, weaknesses, opportunities and threats

Demand for the Program

- Historical number of applicants and number of students enrolled
- Relationship of program with external organizations
- Number of students with internships and number of co-ops
- Courses used by other programs
- Contribution to the General Education Program

Quality of the Program

- Student outcomes
- Student satisfaction
- Input characteristics of the students
- Faculty characteristics and credentials
- Faculty research and creative activities
- Quality of facilities and laboratories
- Program productivity (e.g., number of graduates)

Competitive Advantage of the Program

- National reputation
- Job placement of students
- Unique features of program
- Results from benchmarking
- Strategic niche

Centrality of the Program

- Alignment of program mission with the university mission and vision
- Alignment of program mission with the college mission and vision

Cost to Deliver the Program

- Number of faculty
- Special facilities, equipment, laboratories, and software required for the program
- Special instructional delivery requirements
 - Individual instruction
 - Laboratory assistance
 - Off-site travel

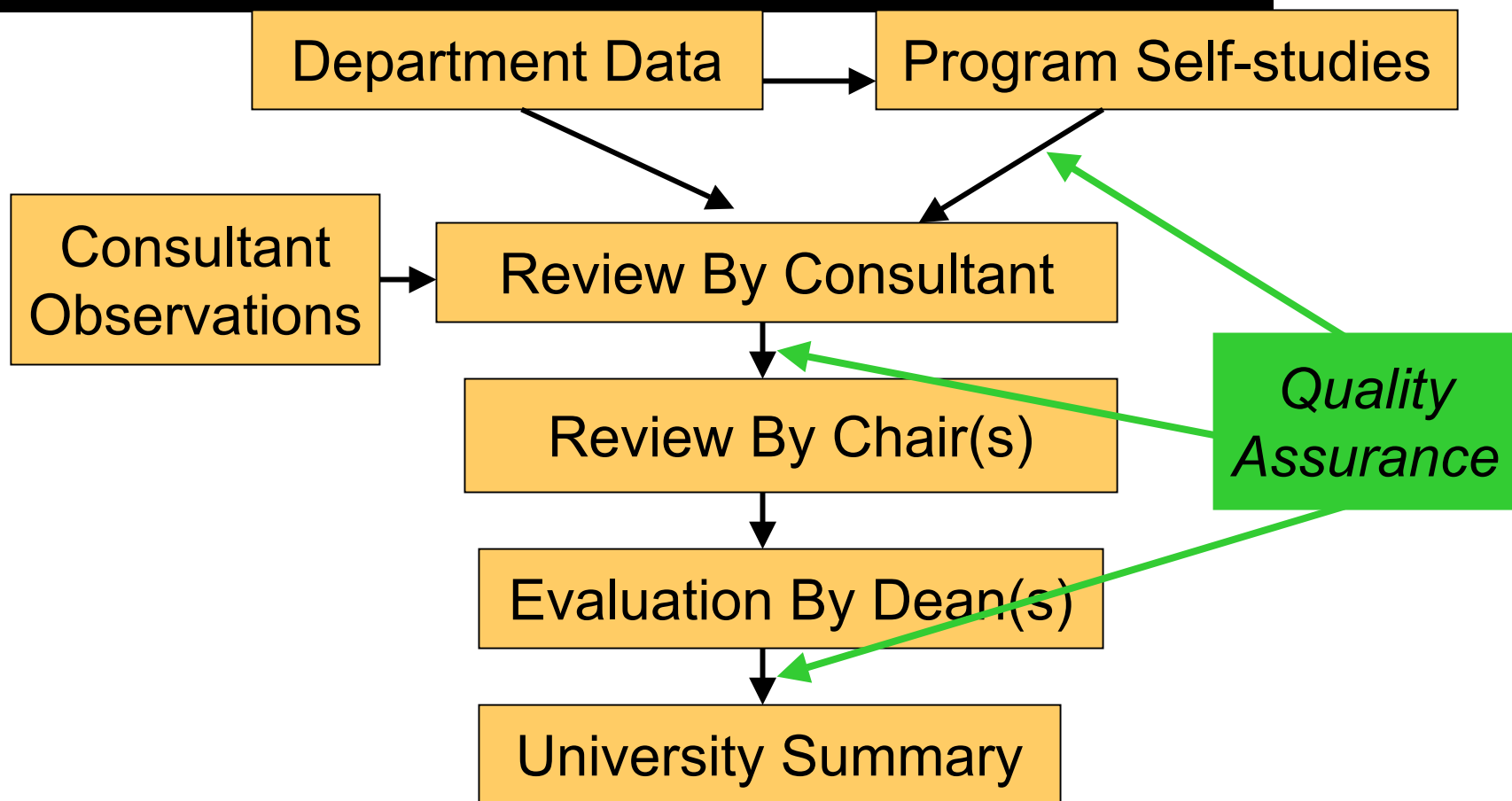
Organizations to Support and Assure Quality of Process

- Program Review Committee
 - Dean of Graduate Studies, Dean of Undergraduate Studies, Associate VP for Planning and Evaluation, Assistant VP for Information, Planning, and Assessment, and Director of IR
 - Defines process, meets with consultant, reviews submitted documents, reviews final recommendations and action plan
- Program Review Coordinators
 - One Assistant or Associate Dean from each college
 - Facilitates the submission of documents and reviews
- Support offices
 - Institutional Research; Operational Excellence and Assessment Support; Library; Office of Research
 - Provide data, website support, templates, summaries

Major Components of an Individual Program Review

- Program self-study completed by department
 - QA review of document by Program Review Committee
- Review of the program completed by an external consultant
 - QA review of document by Program Review Committee
- Review and recommendations completed by the chair
- Evaluation and recommendations completed by the dean
 - QA review of document by Program Review Committee
- Development of university summary by Program Review Committee

Program Review Flow



General Process Timeline

- March – Develop list of goals and objectives for the reviews and list of measures
- Summer – Prepare datasets for each program
- Early Fall – Discuss datasets with programs
- Late Fall – Complete self-studies
 - Program self-study template
 - Department data template
- January – Have external consultant review the program
 - Consultant’s report template
- Early February – complete review by chair
 - Chair’s review template

General Process Timeline *continued*

- Late February – complete evaluation and recommendations by dean
 - Dean’s evaluation template
- Late March – complete presentation of recommendations by dean to provost
- Late May – present results to the Board of Trustees
- Early June – complete the final recommendations and action plan for submission to the state
 - University summary template
- Late June – debriefing meeting with each program review coordinator

Department Data Template

- Provides context for program self-studies and chair's review
- Provided by Institutional Research and department
- Content
 - General information about department
 - Faculty and instruction data
 - GRA and GTA information
 - Department-level resources

Academic Program Self-Study

- Step 1: Review information relevant to program
 - Program data (provided by IR)
 - Survey data (provided by OEAS)
 - Assessment results (provided by OEAS)
 - Department data (provided by IR and Department)
 - Library resources (provided by Library)
 - University strategic plan (provided by Academic Affairs)

Academic Program Self-Study

- Step 2: Complete the self-study sections
 - General information about program
 - Demand for degree program
 - Strategic niche or competitive advantage
 - Student characteristics and quality
 - Program quality
 - Program productivity
 - Unique or special costs
 - Centrality of degree program
 - Opportunity analysis

Consultant's Report

- Purpose
 - Provide an independent review of program
- Content
 - Strengths and weaknesses of strategic planning effort, faculty (teaching, scholarship and creative activities, grants and contracts, service), resources, curriculum, student body, student accomplishments, procedures, and reputation
 - Recommendations for program

Consultant Qualifications

- Should come from outside the state
- Experience in a comparable institution
- Have exemplary credentials
 - Terminal degree in the field
 - Productive track record
 - Administrative experience
- Prior review experience
- No direct relationship with institution or program

Chair's Review of Each Program

- Purpose
 - Critical review of the program and make recommendations as input to the dean's review
- Content
 - Overview of department and relationship of program to department
 - Past and potential future contributions of program to university and college goals
 - Summary evaluation and discussion of demand, competitive advantage, quality, centrality, and cost of program
 - Chair's recommendations for program

Dean's Evaluation of Each Program

- Purpose
 - Critical review and evaluation of the program and provide summary recommendations
- Content
 - Overview of college and relationship of program to college
 - Summary rating of demand, competitive advantage, quality, centrality, and cost for program
 - Dean's recommendations for program(s)
 - Enhance, maintain, reduce, eliminate, study further
 - Recommended actions

University Summary

- Purpose
 - Serves as executive summary
- Content
 - Overview of how the theme fits into overall program review process
 - Brief description of each program within theme
 - Summary of program strengths and weaknesses
 - Demand, quality, competitive advantage, centrality, cost
 - Approved actions to be taken

Program Review Website

- All templates available on the web
 - Department Information
 - Academic Program Self-Study
 - Consultant's Template
 - Chair's Review Template
 - Dean's Evaluation Template
 - University Summary Template
- All supporting information accessible via the web
 - Admissions, enrollments, student characteristics, survey results, faculty information, library collections, strategic plan

Website Structure

- Main Menu
 - Overview, review schedule, sample forms, review templates, completed documents
- Templates
 - Department information, program self-study, consultant's reports, chair's review, dean's evaluation, university summary
- Background information
 - Program data, survey results, assessment plans and results, department data, library resources, university strategic plan
- Completed documents menu
 - Self-studies, consultants reports, chair reviews, dean evaluations, theme summaries

Technical Details

- Access 2000, version 9
 - 43 tables (with 3rd degree normalization)
 - 85 queries
- 126 web pages
 - 89 .asp (using Internet Information Server on Windows 2000 Server)
 - 1 .inc
 - 36 .htm (21 pop-ups, 8 sample forms, 7 other)
- Active Server pages
 - VBScript (with some JavaScript and plenty of html code)
 - Pulls information real-time from database
 - Uses the web to write to the database

Some More Technical Details

- Use of Database Tables
 - Store template data, program attributes
 - Passwords
 - Link programs to colleges, etc.
- Use of Database Queries
 - Retrieve template data
 - Combine information from multiple tables
 - Intermediate queries, sorts, etc.

Now Let's View the Website

Summary

- Program reviews can provide a useful means for conducting comprehensive reviews of programs and support institutional effectiveness
- A process that involves self-studies, external consultants, and reviews at multiple levels can lead to real resource decisions to enhance programs
 - Makes this a win-win proposition
- Quality assurance and support are essential
- Web access to data and information and web submissions can help facilitate the process

Questions

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<http://oeas.ucf.edu>

<http://132.170.235.217/uaps/oeas/programreview/menu.asp>