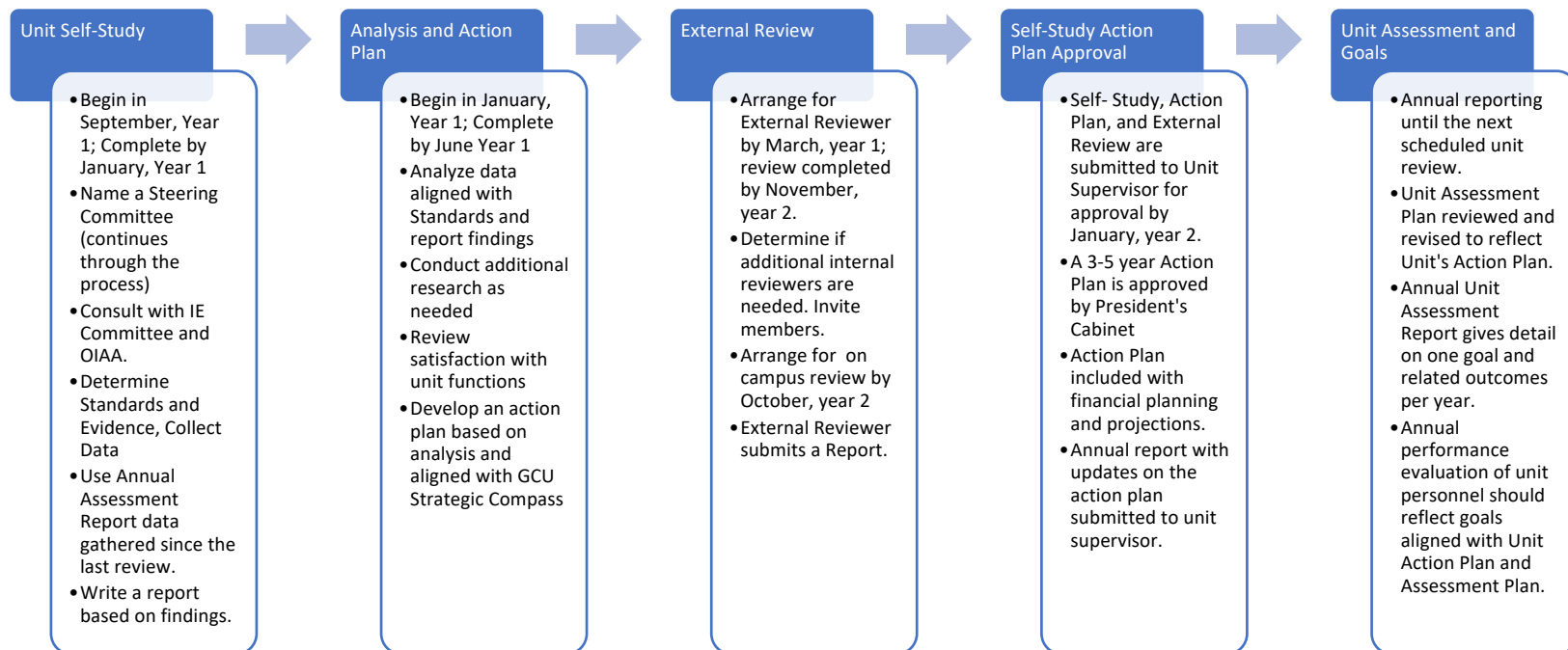# I.   GCU PROGRAM REVIEW GUIDE AND PROCESS FOR INSTITUTIONAL UNITS (NON-ACADEMIC)

Periodic comprehensive reviews of a program or university unit should be completed on a **5-year cycle**. The Program Review, conducted either as a Self-Assessment or by using external consultation, ensures that the institutional unit continues to be mission- driven, effective, uses resources appropriately, and directs its preferred future within the vision of the university's strategies.

Unit Self-Study	Analysis and Action Plan	External Review	Self-Study Action Plan Approval	Unit Assessment and Goals
• Begin in September, Year 1; Complete by January, Year 1 • Name a Steering Committee (continues through the process) • Consult with IE Committee and OIAA. • Determine Standards and Evidence, Collect Data • Use Annual Assessment Report data gathered since the last review. • Write a report based on findings.	• Begin in January, Year 1; Complete by June Year 1 • Analyze data aligned with Standards and report findings • Conduct additional research as needed • Review satisfaction with unit functions • Develop an action plan based on analysis and aligned with GCU Strategic Compass	• Arrange for External Reviewer by March, year 1; review completed by November, year 2. • Determine if additional internal reviewers are needed. Invite members. • Arrange for on campus review by October, year 2 • External Reviewer submits a Report.	• Self- Study, Action Plan, and External Review are submitted to Unit Supervisor for approval by January, year 2. • A 3-5 year Action Plan is approved by President's Cabinet • Action Plan included with financial planning and projections. • Annual report with updates on the action plan submitted to unit supervisor.	• Annual reporting until the next scheduled unit review. • Unit Assessment Plan reviewed and revised to reflect Unit's Action Plan. • Annual Unit Assessment Report gives detail on one goal and related outcomes per year. • Annual performance evaluation of unit personnel should reflect goals aligned with Unit Action Plan and Assessment Plan.

II.   PROGRAM REVIEW BASED ON SELF-ASSESSMENT

1.   **Process Plan and Timeline.** The timeline for the self-study process is 12-15 months. The timeline should include the self- study, provisions for an external review, and the development of an approved action plan based on the self-study and recommendations.

Checklist	Complete by	Assigned to	Notes
Identify Self-Study Team; Appoint Chair	September of initial SS year		
Set up Data Retrieval Repository (Shared Drive, SharePoint, Google files, etc.)			
Set up calendar of meetings			
Determine evaluation standards for the unit	October of initial SS year		

Checklist	Complete by	Assigned to	Notes
Gather evidence related to evaluation standards and unit functions: Unit Mission and Expectations, Personnel, Finances, Customer Satisfaction,	October – December		
Review and Analysis of Data (SWOT or other methodology)	January - February		

2. **Self-Study Team and External Evaluators.** An internal team should be assembled to conduct the self-assessment and document the self-study. The process also includes external evaluation, which will review the self-study. The external evaluators should include at least one person outside of the GCU community but may also include evaluators from the University who are not part of the department being assessed. External evaluators should be chosen from non-competitive institutions.

Members of the External Review Team	Name	Contact Information	Contract for services? Yes/No
External Evaluator			
GCU Evaluator 1			
GCU Evaluator 2			
Date of Evaluation	(September – November following completion of Self-Study)		
Evaluation Report Due Date	Due within one month of evaluation visit; Report written by external evaluator		

3.   **Identify, Collect, and Review Evidence.** The internal team should determine the appropriate evidence to collect according to the Standards of the discipline or department, requirements of MSCHE or other external accrediting agencies, and the following functional areas that apply to the program: Mission, Program, Organization & Leadership, Human Resources, Ethics, Policy & Governance Obligations, Diversity, Internal & External Relations, Financial Resources, Technology, Facilities & Equipment, and ongoing Assessment.

What evidence is there to support the department's compliance with appropriate standards of the profession or accreditation?

Checklist	Complete by	Assigned to	Notes
Gather evidence related to evaluation standards and unit functions:	October – December of SS initial year.		
Standards of the Profession			External Association Standards
Mission			Align unit mission with GCU Mission Statement
Unit Description/ Duties and Functions			
Unit Organization			

Checklist	Complete by	Assigned to	Notes
Human Resources			Job description review; staffing tables; peer standards for salary ranges
Financial Data (income and expense)			Budgets: 3 years past; 3-year projection
Diversity Efforts			Does the department reflect the overall diversity of the organization?
Internal Relations/ Customer Satisfaction			Survey data (See #4 below)
External Relations			Survey Data/ Benchmarks with Industry (See # 4 below)
Technology Resources/ Functionality			Connect to GCU IT Strategic Planning
Facilities and Equipment Audit			Location, furniture, resources, depreciation

Checklist	Complete by	Assigned to	Notes
Annual Assessment Reports - Audit			Align with GCU Strategic Compass
Other			
External Evaluator: Identification and Contract for Services (September – December after SS)	December - March		

How do the department's annual reports evidence the above areas of compliance?

4.   Use one of the following analysis tools to review the overall function of the department: SWOT or TOWS (Strength, Weakness, Opportunities, Threats, Internal or External), SOAR (Strengths, Opportunities, Aspirations, Results), NOISE (Needs, Opportunities, Improvements, Strengths, Exceptions), or Strategic Compass framework.

SWOT ANALYSIS

SWOT

TOWS   https://blog.oxfordcollegeofmarketing.com/2016/06/07/tows-analysis-guide/

Both are concerned with strengths, weaknesses, opportunities and threats. The first key **difference between SWOT and TOWS** lies **in the** outcomes they create. While **SWOT** analysis is a great way to identify the current situation of your marketing strategy/business/project, **TOWS** is used primarily for strategy creation.

SOAR

https://www.researchgate.net/publication/319367788_SWOT_ANALYSIS_A_THEORETICAL_REVIEW

NOISE

https://buscreative.blogspot.com/2015/05/noise-analysis-alternative-to-swot.html

Checklist	Complete by	Assigned to	Notes
	January - February		
Review and Analysis of Data (SWOT or other methodology)			
Alignment with GCU Strategic Compass			

Analyze results. Prioritize areas for improvement and or enhanced service. Give rationale for choices.

5.   Conduct and Interpret Satisfaction Surveys and Staff Accomplishments. Conduct satisfaction surveys from key constituents. Include the main service areas of the department. Include self-assessment of key personnel based on job descriptions and duties.

Survey Name/ Type	Type of Data requested	Deployed by: GCU OIAA, Department, other	Dates for Deployment/ Dates of Survey

6.   Develop an Appropriate Action Plan. Analyze data and identify recommendations for continued development and enhancement of services. Develop an action plan based on no more than 3-5 key priorities. Develop the action plan with steps to accomplish the goals, assigned responsibilities, resources and costs, as well as expected results. Have the action plan cover a 4-5 year timeline.

Action Step: Key Priorities (Complete during March-April)	Implementation Timeline	Assigned to	Resources Needed (Budget)	Alignment with GCU Strategic Compass	Success Benchmark(s)

7.   Executive Summary and External Reporting. Draft an executive summary of the self-study. Summarize strengths as well as areas in need of improvement. Determine audiences for this report.

8.   External Review. Arrange for the external review visit. Send all self-study materials to the review team. Set a date and set up visit agenda. Ask the external visitor to write a report based on the self-study and follow-up visit findings. (See # 2 & 3 above.)

9.   Supervisor Review and Approval. Send Self-Study and supporting evidence, Action Plan, and visit findings to the Unit Supervisor. Obtain approval of action plan from unit supervisor to incorporate its actions

into the university's strategic initiatives and budgeting priorities. Whenever possible, make assessment findings transparent. Keep a copy with the department and send a copy to the President's Office or other designated reporting area.

10.   **Annual Reporting.** Continue to monitor, record, and report on assessment-based action plan annually.

11.   **Cycle of Self-Assessment.** Determine timeline for next cycle of Self-Assessment.

III.   PROGRAM REVIEW BASED ON EXTERNAL EVALUATION AND CONSULTATION

The decision to have a department unit or program reviewed using external consultation services replaces the Program Review based on Self-Assessment. Upon completion of the consultation, and with approval of the appropriate unit supervisor, the recommendations of the consultant form the content of the Action Plan for the unit.

The unit or department then continues the above process with **Step 8** as outlined above.