



UNIVERSITY OF  
OREGON

Division of Student Life

# Department, Functional Area, and Unit Program Review Handbook

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Division of Student Life  
[studentlife.uoregon.edu](http://studentlife.uoregon.edu)

An equal-opportunity affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act

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## Introduction and Purpose

The Division of Student Life's 2018 *Strategy* aspires to expand learning beyond the classroom. The Division actively provides a WELCOME environment full of opportunities, ENGAGE student in experiences and services, assisting students to EXPLORE by making connections, apply what they KNOW beyond the UO and be an effective alum by celebrating their successes...FLY. The strategy has 4 strategic goals to support students along their journey:

### Division of Student Life (SL) goals:

#### **Experience: UO students engage in transformative experiences throughout their UO life.**

1. Student Life helps students progress on their individual growth pathways.
2. Student Life helps students develop, apply, and consistently articulate their skills, abilities and goals.

#### **Access: Student Life priorities are adequately resourced to meet the needs of all students.**

3. Student Life provides students with seamless support.
4. Student Life programs, services, and facilities are sustainable and fiscally responsible.

#### **Diversity: Student Life actively works toward equity, inclusion, and social justice.**

5. Student Life cultivates a diverse and culturally aware community.
6. Student Life honors all aspects of diversity and challenges campus to do the same.

#### **Excellence: Student Life delivers an exceptional student and staff experience.**

7. Student Life provides high-impact growth and development opportunities for students.
8. Student Life actively values our employees in a supportive and inclusive environment.

Consistent with the vision and goals described in the strategy, program review allows us to systematically evaluate our progress toward achieving our vision and goals.

More specifically, program review within the Division of Student Life serves to:

1. Ensure the creation and maintenance of high-quality, effective, and efficient programs and services that are consistent with relevant professional standards and best practices.
2. Demonstrate the alignment of department and program activities with the university mission and the Student Life vision, core purpose and values, and strategic goals.
3. Inform department strategic and operational planning.

The vice president for student life will appoint members to a Program Review Committee. Committee members will primarily be members of the Student Life Leadership Team, and at least one assistant or associate director who is not a member of the Student Life Leadership Team. Members may rotate off of the committee every 2-3 years, depending upon availability of new committee members. Roles of the Program Review Committee include:

- Provide oversight and accountability
- Implement and guide program review process

- Submit executive summary of program review activities and outcomes to the vice president for student life and the student life leadership team.

This handbook is designed to provide information and guidance to the following stakeholders:

- vice president for student life and the vice president's advisory and leadership teams;
- department directors, associate directors, and assistant directors;
- functional area directors, unit and area directors.

## **Program Review Process**

### **Target Groups**

1. Student Life Departments
  - a. Career Center, Erb Memorial Union, Holden Center, Department of Physical Education & Recreation, Office of the Dean of Students
  - b. Strategic functional areas, units, or other areas identified by the vice president for student life and the vice president's advisory team
  - c. The Office of the Vice President for Student Life
2. The frequency and order of reviews may vary, and other units or areas may be reviewed, based on factors including:
  - a. transitions in leadership;
  - b. requests to participate in review process that are initiated by unit and area leaders;
  - c. vulnerability or risk associated with the department, functional area, unit or area;
  - d. external or internal issues that cause departments, functional areas, units, or unit areas to be highly visible or under more scrutiny;
  - e. length of time since previous review;
  - f. external standards and/or accreditation needs.

### **Timeline and Schedule**

Departments and functional areas identified by the vice president will typically be reviewed on a seven year cycle. The review process will be initiated by the vice president for student life, or designee.

Departments, functional areas, and units will receive information with relevant deadlines and a suggested timeframe for completing activities related to the program review. Larger departments and programs will typically take up to one year to complete their self-studies and site visits. Smaller departments and programs may only need 1–2 terms to complete these activities.

## **Administrative Preparation**

To help departments, functional areas, and units prepare for their reviews, documents will be identified and developed to routinely capture information relevant to the review (e.g., annual reports, assessment plans).

Department, functional area, and unit directors should identify an administrative support staff member to coordinate administrative details of the process.

## **Self-Study**

Each department, functional area, or unit will prepare a self-study that includes the following information, if applicable and relevant. Department and functional area directors should meet with the vice president for student life or designee to determine what level of detail is expected in each of these areas.

1. Department/Functional Area/Unit Information
  - a. department/functional area/unit name
  - b. mission statement
  - c. strategies and tactics from department/functional area/unit strategic plan; identify completed strategies and tactics; briefly discuss how the department/functional area/unit strategic plan aligns with Division of Student Life and University of Oregon mission and goals
  - d. organizational structure: organizational chart; FTE; description of units and areas, their functions, and how they are aligned to the department/programs/functional areas
  - e. budget
  - f. facilities: current and future adequacy to meet needs of programs and services provided
2. Assessment plan and department/functional area/unit outcomes (learning, program, operational) data to consider:
  - a. outcomes identified, progress toward achieving outcomes, evidence of outcome achievement
  - b. retention data
  - c. equity and inclusion and MCOB data
  - d. data relevant to mission fulfillment
  - e. student, staff, and constituent feedback

3. Professional standards: List of and evidence of adherence to relevant and applicable professional standards (e.g., CAS standards, accreditation standards, ethical standards) and division and department/program standards (e.g., MCOE/equity and inclusion, DSL core values, professional development for staff)
4. Internal and external stakeholder information: to whom programs and services are provided, with whom does department/functional area/unit interface, campus and community stakeholders, donors
5. Obstacles and challenges: identify and describe those internal and external factors that hinder department/functional area/unit success and/or effectiveness
6. Areas for improvement or change as identified by the department/functional area/unit leadership
7. Other relevant information as determined by the department/functional area/unit

### **Site Visit**

A site visit will be scheduled after review of the self-study. The Program Review Committee and department/functional area leadership will collaborate to identify site visit teams, with input from the vice president for student life or designee. Site visit teams will be chaired by Division of Student Life leadership and will include at least one additional staff member from the Division of Student Life and at least one staff member with relevant expertise external to Student Life. Site visit teams may also include a member external to the university. No member of the site visit team should be a staff member of the department/functional area/unit being reviewed.

Site visit teams will review the self-study, conduct a site visit, and submit a report to the department/functional area/unit director and the Vice President for Student Life.

### **Action Plan**

Departments/functional areas/units will develop a brief action plan subsequent to reviewing the site visit report. The action plan will address problem/growth areas, identify strategies for making improvements and maintaining progress, and assign responsibility and identify timelines for implementing strategies.

### **Dissemination of Program Review Findings**

Program Review reports and action plans will be provided to the Vice President for Student Life, and may be disseminated to others in consultation with the Vice President and Division of Student Life Strategic Communications and Marketing to increase knowledge and understanding of the Division of Student Life and its departments, functional areas, and units. Examples of ways in which program review results may be distributed and to whom include:

1. Department Level: department/functional area/unit leadership may present relevant highlights of process and results to department/functional area/unit staff and student advisory boards.
2. Division Level: department/functional area/unit directors will present an executive summary to the DSL Leadership team subsequent to the completion of the program review process.
3. University, donors, and general public: department/functional area/unit directors will consult Division of Student Life Strategic Communications and Marketing to identify appropriate use of relevant highlights, including, but not limited to:
  - learning, program, and operational outcomes achieved;
  - inclusion equity, and multicultural organizational development efforts and accomplishments;
  - key successes that illustrate creativity and innovation.

### **Budget and Resources**

#### 1. Program review costs

Costs will be covered by the department/functional area/units being reviewed, unless otherwise determined by the vice president for student life.

Costs may include:

- Cost of completing self-study (employees' time, materials needed)
- Site visit costs involving only UO employees, students, and other constituents (e.g., travel and hosting costs)
- Site visit costs for site visitors external to the UO (e.g., honoraria, travel and/or hosting costs)

#### 2. Human Resources

##### a. Division of Student Life resources

- Program Review Committee: A committee liaison will be assigned to assist departments/functional areas/units throughout the review process. The liaison will initiate a meeting with department/functional area/unit leadership to start the review process and with the department/program team that is responsible for the review process.
- Student Life Strategic Communications and Marketing staff will be utilized to roll out the program review process to Division of Student Life staff; assist department, functional area, and unit directors to include information from program reviews in Division of Student Life impact reports; and communicate relevant review process results to internal and external stakeholders.

b. Department/functional area/unit resources

- Department/functional area/unit directors and leadership may assign or delegate responsibility for program review tasks. Some directors may develop committees or teams to lead the program review process. Smaller department/functional area/unit may ask staff members from other departments/functional areas/units to assist. Department/functional area/unit must be directly involved in, and are responsible for, the outcome of the program review process.
- Administrative support staff must be dedicated to coordinate administrative details of the process.