

# Pacific Union College

## College Services Department Program Review Instructions

March 21, 2008  
(Approved by Ad Council)

### I. Introduction

Value exists in periodically reviewing “Why we exist, what we do, and where we are headed.” The goal of the college services review is to assess all aspects of a department’s strengths and weaknesses, and to formulate plans for the future that will enhance its contribution to the overall mission of the College. The purpose of the reviews is for self-reflection by the departments and does not take the place of normal administration processes. The review process should be helpful to the vice-presidents as they work to improve service in their areas.

The review process, conducted every five years, involves the self-analysis of the department against the sounding board of the College Services Department Review Committee. Some of the effects of the review process should be enhanced quality, better coordination of programs with other academic and college services departments, realistic long-term goals, optimal use of resources, and new ideas on how to better enhance PUC’s mission. Strategic plans for the College express broad goals that provide general parameters for how each college services department fits into the overall life of the campus. The goals of the college services department review process include:

- A. Exploring with departments what they are trying to achieve and how their goals fit into those of the institution, including intentional thinking about how the department can help enhance student learning.
- B. Reviewing and revising with departments a vision of quality, and exploring how well and efficiently they are achieving their purposes.
- C. Examining with departments the evidence that supports or challenges their conclusions in these areas.
- D. Knowing how well the department collaborates with other departments to achieve cohesiveness and efficiency

### II. College Services Department Review Committees and Process

The Directors of College Services (DOCS), which includes all departmental directors, will provide oversight for the process of college services department reviews. The College Services Department Review Committee will consist of five staff members and one representative from Financial Services. Each of the five Vice Presidents will appoint one staff member (the Academic Vice President will select a faculty member), with input from the staffs in their areas of responsibility, and the financial services member will be selected by that department. The term will be four years, initially established on staggered terms. Ad Council will select the committee chair for a three-year term. The Vice President whose department is under review should attend and be a voting member of College Services Department Review Committee until his/her department’s review is successfully completed.

The President’s office will establish a 5-year cycle for college services reviews. (The actual date of the review will be established by the chair of the College Services Department Review Committee.) The process will be an open one so that departmental employees have an effective means to give input as part of their department’s program review process.

### III. The Role of the Department

The department is responsible for the actual program review. The review is primarily a self-evaluation and results in a document describing the department. This document should address at least the following areas, recognizing that some of the following may not apply to certain departments:

**A. Mission and Goals**

1. Statement of departmental mission and goals.
2. Areas to include:
  - a. How the department's mission and goals relate to those of the College
  - b. How the department can help enhance student learning
  - c. How the department meets diversity goals
  - d. How the department addresses core educational themes of "A Culture of Service" and "Conversations About Faith, Learning & Adventist Identity"
  - e. How customer satisfaction is achieved

**B. Department Analysis**

1. Description of department's services and functions
2. Include budget issues (opportunities for increased efficiency, implementation of budgetary and critical institutional decision making, etc)

**C. Evidences of Quality**

1. Description, with evidence, of how well the department is accomplishing its goals
2. Areas to include:
  - a. Description of how quality is measured
  - b. Comparisons with other colleges of comparable size and mission

**D. Employees**

1. Statement of professional development plans and activities of the department
2. Listing of education, experience, training, and other preparation of department employees
3. Listing of employees' responsibilities not directly related to primary assignment

**E. Student Employment**

1. Description of connection between work and learning for department students
2. Training program for department students
3. Retention of student department employees

**F. Response to Evidence**

1. Identification of goals that seem to be met well, and what, specifically, led to this success
2. Identification of goals needing improvement, and what, specifically, will be done to improve, including a timetable for changes, costs, and proposed evidence to be used to evaluate results.

**G. Departmental Strategic Plan**

1. Statement of the department's strategic plan
2. Areas to include:
  - a. Vision for the department in five years
  - b. Assessment of the implementation of the department's previous strategic plan

**H. Response to Previous Program Review Recommendations**

1. Response of the department to each of the College Services Department Review Committee's recommendations from the previous program review

**IV. Steps in the Process**

- A.** The department receives program review instructions from the Chair of the College Services Department Review Committee.
- B.** The department provides a complete draft of its review to the Vice President to whom they report. The Vice President will give an initial reaction to the review and clearance to move to step C.
- C.** Ten copies of the review (reworked if necessary and signed by every member of the department) then go to the College Services Department Review Committee members for individual reading.
- D.** The department director, along with the Vice President responsible for the department, is invited to the College Services Review Committee for a discussion of the review. Following the initial discussion process, the College Services Review Committee drafts preliminary commendations and recommendations. The department, with input from the Vice President, is given a chance to respond in person or in writing. This step may be repeated as needed.
- E.** The College Services Department Review Committee sends a final copy of its commendations and recommendations to the department director and Vice President, who, if so desired, have one week to submit a response to accompany the College Services Department Review Committee's commendations and recommendations when they are presented to DOCS.
- F.** DOCS votes on the commendations and recommendations of the College Services Department Review Committee. The review document itself, both in hard copy and electronic form, is kept permanently on file in the office of the Vice President responsible for the department and is available for review by other departments.
- G.** The Vice President shares DOCS' response to the commendations and recommendations with the Administrative Counsel for review and suggested strategies for implementing the recommendations.
- H.** Items deemed substantive will be presented to the appropriate PUC Board subcommittee for recommendation to the full Board for final approval.