

# If You Do It, Review It: Implementing Department Review

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## Session Outcomes

- Identify purposes for departmental review
- Identify the steps in the departmental review process
- Identify steps in SWOT analysis
- Identify steps in benchmarking analysis
- Identify steps in the self-study process
- Implement a departmental review

## Purposes for Review

- What are the purposes for departmental review?
  
  
  
  
  
  
  
  
  
  
- Choose one of these purposes to consider for the rest of the workshop

## How Will Yours Look?

- Decide which types of review you will include:
  - SWOT analysis
  - Needs assessment
  - Satisfaction study
  - Outcomes assessment
  - Benchmarking analysis
  - Stakeholders review
  - Self-study
  - External review
  - Final report
- Set timeframe with due dates or each step

# SWOT Analysis

- Have staff and/or stakeholders identify strengths, weaknesses, opportunities, and threats
- Define each strength, weakness, opportunity, and threat so that everyone is on same page
- Come to consensus regarding priorities for each area

# Benchmarking

- Comparators
  - What is the purpose for comparator benchmarking?
  - Determine metrics you want to compare
  - Choose comparators
  - Collect data from comparators
  - Analyze data
  - Evaluate data
  - Summarize

# Your Comparators

- List 7-10 institutions you would benchmark against

# Benchmarking

- Professional standards
  - Determine which standards to use
  - Utilize self-study guide if available
  - Have staff, or working team, evaluate office on each standard
    - Numeric score
    - Qualitative explanation with strengths, weaknesses, and ways to improve
  - Analyze and evaluate data
  - Summarize analysis

# Professional Standards

- Which standards would you use?

# Benchmarking

- Self, over time
  - Determine which metrics will be used
  - Gather data on metrics over specified time period
  - Analyze data
  - Evaluate data
  - Summarize analysis

# Longitudinal Metrics

- If you were going to use this type of internal benchmarking, which data that you already collect would you use?
  
- Are there types of data that you DON'T already collect that would be useful for internal benchmarking?

# Stakeholders Review

- Determine which stakeholders you want to hear from
  - Where should they be on the bus ride
- Determine what you want to know from stakeholders
- Choose data collection method
- Analyze data
- Evaluate data
- Summarize analysis

## Your Stakeholders

- List your **mixternal** stakeholders
    - Internal to Dartmouth, but external to dept.
  - List your **external** stakeholders
- 
- List your **primary** stakeholders
    - On the bus, near the front
  - List your **secondary** stakeholders
    - On the bus, but not necessarily in front
  - List your **tertiary** stakeholders
    - At either the departing or arriving bus station

## Self-study

- List program name and description
- List program mission statement
- Describe program goals
- Describe program outcomes
- Describe student learning outcomes
- Review alignment of description, mission, goals, and outcomes

Adapted from Bresciani 2006, pp. 13-62

## Self-study

- Describe plan to deliver/implement outcomes/strategies to reach outcomes
- Describe evaluation methods for each outcome
  - Direct methods
  - Indirect methods
- Map activities to program/learning outcomes
- Describe results by outcome
- Interpret results

## Self-study

- Describe plan to deliver/implement decisions for improvement
- Write report summarizing self-study findings
- Describe how information informs resource allocation
- Evaluate self-study process
  - Decisions and recommendations made about the program for each outcome
  - Level of involvement of program staff in the process
  - Time frame for evaluation process
  - Support resources needed for review process

## External Review

- Secure funds for visit
- Choose review team and select chair
  - Functional expert from outside institution
  - Mixternal stakeholder
  - External stakeholder
  - Faculty member
  - Student

## External Review

- Get information to review team for examination
  - How much interpretative work do you want them to do?
- Set up interviews or forums for review team to ask questions and get input
- Have review team draft report with observations and recommendations

## Final Report

- Draft final report with priorities for the future
  - Review data looking for strengths, weaknesses, areas for improvement
  - Examine how strengths and opportunities could be used to address weaknesses and threats
  - Develop 3-5 priorities for the future

## Criteria for Good Review

- Clear understanding of goals and expectations of the review
- Collaboration
- Use of results
- Awards and recognition
- Resources to support program review
- Coordination of the process

## Criteria for Good Review

- Flexibility
- Addressing barriers
- Evaluation of the review process

## Your Barriers

- What barriers would you anticipate for your departmental review?

## Resources

- Bresciani, M. (2006). *Outcomes-based academic and co-curricular program review*. Sterling, VA: Stylus.
- CAS Standards
  - [www.cas.edu](http://www.cas.edu)
- Texas A&M
  - <http://studentlifestudies.tamu.edu/5.asp>
- Ohio State University
  - <http://studentaffairs.osu.edu/programreview/>

## Discussion

- If your department was going to do a review, which components would you include?
  1. SWOT analysis
  2. Needs assessment
  3. Satisfaction study
  4. Outcomes assessment
  5. Benchmarking analysis
  6. Stakeholders review
  7. Self-study
  8. External review
  9. Final report

# Conclusion

- Final thoughts, comments, questions?