The purpose of this document is to provide guidelines for completing the Administrative Program Review and Planning (AdmRP) cycle.

The University Strategic Plan

The University Strategic Plan (USP) describes the institution as “learner centered, discovery driven, and globally engaged” (Western Michigan University, 2020). Specifically, Goal 5: Sustainable Stewardship reads “Advance economic and environmental sustainability practices and policies.” Aligning effective assessment with campus-wide continuous improvement is key to building a culture of sustainable stewardship. Administrative support programs make a valuable contribution toward the achievement of the University’s mission and goals; therefore, should be part of campus-wide integrated program review.

Statement of Purpose

A comprehensive review of University programs should facilitate strategic planning in creating, sustaining, growing, merging, or eliminating programs in order to maintain program relevancy for WMU stakeholders and the community. Program review is a collaborative process that allows the unit to focus not only on the stated mission and goals, but also on how well the unit is accomplishing those goals by measuring efficiency, effectiveness, satisfaction, resource allocation, outcomes, and other items. Program review assists with continuous improvement of programs and services, demonstrates a unit’s effectiveness, and helps with institution-wide understanding and coherence of units. It is critical that the process and criteria be fully transparent.
Intended Outcomes

1. Provide direction as to how to enhance current and new administrative support programs as part of continuous quality improvement.
2. Promote a suite of programs, services, policies, and procedures across the University that insures all units are aligned with strategic objectives that support the mission and goals of the University.
3. Further integrate program assessment and budgetary decisions.
4. Provide indications for resource allocation to meet the current and future needs of the University.

Administrative Support Programs

For the purpose of this program review, administrative support programs are defined as functional units of this institution that provide stewardship and support in delivery of fiscal, human, and physical resources to advance the university’s mission and strategic goals. This definition is flexible in order to allow divisions to identify programs. The vice president responsible for the division, in which the administrative support program exists, will have the final say in identifying programs to be included in this review.

Compliance with the Higher Learning Commission

In meeting its obligation for reaffirmation of accreditation with the Higher Learning Commission, WMU must engage in a process of continuous improvement that insures institutional effectiveness. Specifically, as it relates to Administrative Program Review and Planning (AdmRP), WMU must provide evidence in support of the HLC Criteria for Accreditation, especially Criterion 5 Resources, Planning and Institutional Effectiveness: The institution’s resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Core Components 5.A, C, and D are most relevant.

5.A. The institution’s resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

1. The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The institution’s resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.
3. The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution’s organization, resources, and opportunities.
4. The institution’s staff in all areas are appropriately qualified and trained.
5. The institution has a well-developed process in place for budgeting and for monitoring expense.

5.C. The institution engages in systematic and integrated planning.

1. The institution allocates its resources in alignment with its mission and priorities.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.

4. The institution plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution’s sources of revenue, such as enrollment, the economy, and state support.

5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

5.D. The institution works systematically to improve its performance.

1. The institution develops and documents evidence of performance in its operations.

2. The institution learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.

### Guiding Principles

WMU adopts the following guiding principles for the development, implementation, and utilization of a program review and planning framework, based on lessons learned during Academic Program Review and Planning in 2014-15 and Learner Support Program Review and Planning 2016-2017. Specifically, the Administrative Program Review and Planning (AdmRP) process will be:

1. **Transparent**: The review and subsequent strategic planning process will be collaboratively developed and supported by senior leadership, administration, and staff in communication with the University community.

2. **Comprehensive**: The review criteria will be meaningful and extensive as to provide for a fair and unbiased evaluation of all programs.

3. **Consistent**: The same review criteria and standards will be applied to each program within a Division, allowing for unique program performance measurements, as appropriate. The process of review for all programs within a Division will be applied in the same way.

4. **Inclusive**: All administrative support programs will be reviewed in a specified time period.

5. **Data-Driven**: The review will be based on both quantitative and qualitative data using consistent, clearly defined terms. Data sources will include institutional data, unit-derived data, and external data.

6. **Respectful**: Those involved in the review and planning process will remain cognizant of the human effects of its outcomes. Planning decisions will exercise institutional flexibility in maximizing human, economic, and social resources.

### Procedures

The ADMPR&P process is intended to provide a mission-driven, data-informed, and participatory process for continuous quality review, incorporating three phases: self-study, review, and planning. Each Division is responsible for establishing a process and timeline for program review. All levels of review and planning are to be completed by November 1, 2018, with submission of Division summary planning recommendations to the president by December 3, 2018.

**Phase One: Self-Study and Self-Review** is intended to improve the effectiveness of the program by linking professional standards to program improvement efforts. Each unit will engage in a self-study process responding to the criteria selected by Division leadership across the 6 program review categories:

1. Strategic Planning
2. Communication and Assessment
3. Learning and Discovery
4. Law and Policy
5. Resource Management
6. Impact and Opportunity

**Phase Two: Next- and Division-Level Review** is intended to ensure that programs are functioning at the highest possible levels of quality, and are consistent with the mission of the University and its strategic plan. Reviewers will evaluate the specified criteria items as:

- ▲ Exceeds Expectations – program excellence in specific criterion
- ■ Meets Expectations – reasonable level of quality relative to criterion
- ▼ Needs development – program characteristic not living up to University or unit norms, stated purposes, or mission of the program; may be a work in progress
- — Incomplete Response – data or narrative provided does not address the criterion, narrative may not provide sufficient data or evidence to support the given narrative, no explanation has been provided for missing data or narrative.

**Phase Three: Planning, Decision-Making, and Implementation** is intended to utilize information and observations contained in the program review for the purpose of integrated strategic planning. Each senior leader will provide a summary report of planning initiatives resulting from the self-study review to the President by December 3, 2018 as evidence in support of HLC Criterion 5 Resources, Planning, and Institutional Effectiveness.

**Administrative Program Review and Planning Criteria**

The criteria are mission-based and connected to the goals and strategies of the Higher Learning Commission Criteria for Reaffirmation of Accreditation, and University Strategic Plan. Each Division may select and or add criterion but must contain at least 1 area for review in each of the 6 program review categories. If existing program review data is being substituted for the specified criterion below, Division leadership is responsible for a summary report that would provide an account of program review and planning contained in the established criteria.

**Overview**

**Program Description**: Contact information for all levels of oversight; location of the program; official start date of the program; and, significant revisions to the program.

**Strategic Planning**

1. Please provide your department’s mission statement, vision and value statements.
2. How does your department’s mission support the division’s mission as well as the University’s goals and strategies?
3. What are your top three strategic goals for the upcoming year and how do they align with your mission?
4. Please provide your organizational chart.
5. List and briefly describe the major functions performed/services provided by your department. For each function, indicate the frequency in which the activity is performed (daily, weekly, monthly, or annually). Also for each activity, indicate the stakeholder(s)/customer(s) served.
6. Review the functions/services performed and determine whether or not the activity falls within the purview of your department and should continue to be performed.

**Communications and Assessment**

1. List and describe any external reviews/assessments conducted within the past five years of your department. Provide information on who performed the review, when it was conducted, activities performed during the review, and the outcome.
2. What actions did you take as a result of the findings of the external review/assessment?
3. List and describe routine communications made by your department on a regular basis. Provide the frequency of the communication and identify the intended audience.
4. What metrics do you use to evaluate the effectiveness and efficiency of your operations? Identify three to five metrics you used to evaluate your operations.
5. Are you able to benchmark your performance against externally recognized metrics for either best practice and/or performance? If so, please provide performance metrics as benchmarked against external data. The external source must be a verifiable source and must be appropriately cited and attached, where appropriate.

**Learning and Discovery**

1. List and describe any programs/activities that your department engages in that supports and provides:
   - Learning/discovery opportunities
   - Research and/or grants
   - Global engagement
2. Detail and comment on how your department participates in, facilitates, or promotes community outreach.

**Law and Policy**

1. List laws and regulations that you must comply with in performing your services.
2. How frequently do you review your department’s policies and guidelines? What causes the review?
3. Detail and comment on the program’s preparedness for threats, emergencies, and crises.

**Resource Management**

1. For your department, please provide the following information:
   - Operating budget for the 2017-18 year (can be a glow report or any other report format)
   - Operating expenses and revenues incurred year-to-date
   - Number of FTEs
   - Required degrees, professional certifications, or other professional credentials required to satisfactory perform the work of your department
   - If you have employees who have voluntarily completed training and received certificates and/or other externally recognized degrees/program certifications/professional honors, please note these
   - If you have employees who participate in regional, state, or national professional organizations as members please list these organizations
   - List presentations made at professional conferences or at professional group meetings
2. List any awards/honors received for specific projects/accomplishments within the past five years. Identify who provided the award/honor as well as for the reason earned.
3. How does your department support diversity and inclusion?

**Impact and Opportunity**

1. As you look forward to the next five years, describe challenges and opportunities that your department will face.
2. As a result of this review, what opportunities have you identified to change the level and delivery of services to reduce costs, increase revenues, enhance the level of service, or to be more effective in the delivery of service?