

OUTLINE
Non-Academic Program Review
Non-Instructional Programs

I. **Description and Functions** (Historical Context, Services, Service Population, University Mission)

- Provide any historical context over the last 3 years – merge/consolidation/growth ·
- Description of the services/functions
- Describe the unit's primary customers and other relevant stakeholders.
- Relationship to University mission and goals
- Please attach the unit's operational plan.

Guiding Questions:

1. Are the mission and goals of the Review unit clearly defined and appropriate to the unit?
2. How do the mission and goals of the unit fill a significant role in the mission of the University?
3. Are the goal(s) of the unit being achieved?
4. What were the significant accomplishments of the unit in the past two years?
5. Are there impediments, constraints, or perceptions from any source that affect service or planned changes in service delivery?
6. What are the unit's primary strengths?
7. What are the unit's primary opportunities?
8. What are the unit's identified weaknesses?
9. What are the unit's potential threats?
10. How has the purpose of this unit changed in recent years?
11. Who are the key users or other stakeholders of this program?
12. How has the user demand for the unit changed in recent years?
13. How is the user demand for the unit likely to change in the near future?

Discuss the unit's interaction or collaboration with departments/organizations on or off campus and briefly explain the nature and outcome(s) of these interactions.

LEFT COLUMN TIES TO RUBRIC OR GUIDING QUESTIONS.

Provide as much support as possible. Recommended reference documents and support are noted with red font in the outline template to help you.

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I. DESCRIPTION AND FUNCTIONS:

Historical Context <i>Consider including the following:</i> • <i>Current reporting structure of unit (include institutional org chart)</i> • <i>Any changes in reporting structure or within unit in last 3-5 years</i> • <i>Summary of staff numbers</i> • <i>Any change in purpose in last 3-5 years or anticipated in next 3-5 years</i>	
Services/Functions <i>Consider including the following:</i> • <i>Descript services provided</i> • <i>List any impediments, constraints, or perceptions that may impact services provided or service levels</i>	
Service Population: Customers/Stakeholders	

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<i>Consider including the following:</i> • <i>Include key users/customers and stakeholders</i> • <i>Include if user demand has changed in the last 3-5 years</i> • <i>Include if user demand changes are anticipated in the next 3-5 years</i>	
University Mission <i>Consider including the following:</i> • <i>Reference Operational Planning Report and the Jax State strategic plan</i> • <i>Use mission in the Operational Planning Support and show how they tie to Jax State's strategy</i> • <i>Ensure mission is clearly defined and appropriate to the unit</i>	
University Mission: Operational Planning Report <i>Consider including the following:</i>	

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• <i>Reference Operational Planning Report and the Jax State strategic plan</i> • <i>Use goals objectives in the Operational Planning Support and show how they tie to Jax State's strategy – be detailed here</i> • <i>Ensure goals and objectives are clearly defined and appropriate to the unit</i> • <i>Indicate if goals are achieved; if not, state why and the action plan (this will tie to the Assessment section as well)</i>	
Significant Accomplishments for last 2 years: <i>Consider including the following:</i> • <i>List key accomplishments</i> • <i>Have support on file for each listed</i>	

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II. Staff

- Discuss staffing and areas of expertise. Include Information about certifications of staff members.
- Include resumes and position descriptions of staff members
- Discuss staffing trends over the past three years.
- Compare staff structure to at least 3-5 peer institutions (ACHE list).

Guiding Questions:

1. How do the number and expertise of the unit staff contribute to its ability to fulfill its mission and goals?
2. How do the number of unit staff compare to peers (see ACHE list)?
3. Are unit staff qualified?
4. Are procedures in place and used to regularly evaluate personnel?
5. Are duties appropriately and adequately distributed?
6. Attach an organizational chart with every employee of the program identified by title and name.
7. What strategies have been used to recruit and retain a diverse staff?
8. Are staff duties clearly defined and appropriate?
9. How does the unit utilize student employees, graduate assistants, or interns? If applicable, how many student employee and graduate assistant hours are utilized by the program each year and how are they trained, supervised, and evaluated?

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II. STAFF:

Staffing/Expertise <i>Consider including the following:</i> • <i>List all staff</i> • <i>Document expertise for each staff member</i> • <i>Discuss how the staff is qualified to support the unit</i> • <i>Summarize each staff member's job duties and how the job supports the unit</i> • <i>Clearly articulate how student workers are utilized. Include specific job titles and job duties if applicable. Also address training provided</i> • <i>Reference resume/CV</i> • <i>Reference Job Descriptions</i>	
Three Year Staff Trend <i>Consider including the following:</i> • <i>Show staffing trend for the past 3 years</i> • <i>Show staffing needs for the next 3-5 years</i>	

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• <i>Reference position budget report and/or Banner NHIDST report</i>	
Staff Structure Comparison <i>Consider including the following:</i> • <i>Reference benchmark survey</i> • <i>Summarize staffing trends in comparison to the IHEs used in the benchmarking</i>	
Evaluation Process <i>Consider including the following:</i> • <i>Discuss evaluation cadence for each staff member</i> • <i>Document staff evaluation results from last 3 years</i> • <i>Reference evaluations</i>	
Recruiting Talent <i>Consider including the following:</i> • <i>Discuss how talent for the unit is recruited</i>	
Organization Chart <i>Consider including the following:</i>	

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• <i>Reference Organization chart if unit is large (multiple layers of supervision, etc.) or reference staff listing on JSU.edu</i> • <i>Discuss organization structure</i>	
Assessment of staff size and expertise to fulfill mission and goals <i>Consider including the following:</i> • <i>Summarize how the staff size and its expertise fulfills the unit's mission, goals, and objectives and how it supports the overall Jax State strategy</i>	

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III. Assessment (Plan, Quality Improvement Metrics)

- Describe how the area is assessed and how the area uses the data for continuous improvement.
- Share relevant customer service data from the last 3-5 years.
- Provide the timeline and frequency of assessment
- Please attach the unit's assessment plan.

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III. ASSESSMENT:

Assessment Methods <i>Consider including the following:</i> • <i>Reference Assessment Planning Report</i> • <i>Discuss each desired outcome and method of measurement in detail</i>	
Three Year Customer Service Data <i>Consider including the following:</i> • <i>Reference Assessment Planning Report</i> • <i>Reference customer service survey result detail</i> • <i>Show three year history of assessment for each outcome – consider a table format</i> • <i>Call out if missing desired outcome and reference actions taken as noted in section I</i>	

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IV. Resources (Technology, Administrative Supports, Space/Facilities, Service Delivery, Financial Resources)

- This section may include overall resources (space, budget), technology, administrative support, continuing education, and training)
- Provide analysis of operational and personnel budget trends over the past three years
- If applicable, include revenue trends from the last three years
- Provide benchmarking data on operational and personnel budgets from 3-5 peers (ACHE list)

Guiding Questions:

1. Are financial resources adequate to achieve the unit's goals and objectives?
2. How do financial resources compare to peers (see ACHE list)?
3. Are resources available and used to support professional development of staff?
4. Are there additional continuing education opportunities, tools, or resources that would benefit the overall operations of the unit?
4. Does the organizational structure effectively support the Unit's programs?
5. Does the unit maximize its fiscal resources (including personnel)?
6. Are the facilities adequate to support the mission of the unit?
7. What is the status of the information technology / IT support, and equipment available to the unit?
8. Are there additional equipment or resource needs (non-IT related)?
9. List any projected upgrades to the facilities for this unit in the near future.

Guiding Questions:

1. Have priorities changed nationally in the field, and do the unit's activities reflect evolution in the field? If not, what is needed to make them current?
2. How are decisions made to allocate unit resources?
3. How does the unit compare to peers in use of financial resources?
4. Are the services provided to the campus community perceived by the campus community as satisfactory?
5. How does the unit measure and respond to user demand for its services?
6. How does the unit evaluate quality of its service and outreach programs?
7. 5. How does the unit evaluate productivity of its service and outreach programs?
8. How effective is the unit's assessment plan and other assessment measures and provide a narrative on how the measures are used for program improvement?
9. What is the financial impact of the unit in terms of impact to revenue and impact to expense?

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IV. RESOURCES

Three Year Operating Budget Review <i>Consider including the following:</i> • <i>Reference P&L/Banner Self Service Report</i> • <i>Show trend of the last 3 years of 7 account expenses</i>	
Three Year Personnel Budget Review <i>Consider including the following:</i> • <i>Reference P&L/Banner Self Service Report</i> • <i>Show trend of the last 3 years of 6 account expenses</i>	
Three Year Revenue Trend <i>Consider including the following:</i> • <i>Reference P&L/Banner Self Service Report</i> • <i>Show trend of the last 3 years of 5 account expenses</i>	
Financial Impact <i>Consider including the following:</i>	

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• <i>Discuss if unit is driving contribution to Jax State or is Jax State investing in unit's services</i> • <i>Discuss whether financial resources are adequate or inadequate. If inadequate, be specific of the need and how it will improve performance to help the unit meet its mission</i>	
Budget Benchmark <i>Consider including the following:</i> • <i>Refence the benchmark survey</i> • <i>Summarize budget trends in comparison to the IHEs used in the benchmarking</i>	
Space <i>Consider including the following:</i> • <i>Discuss location, current space and if it meets the needs of the unit or what the unit needs to meet its mission in terms of space</i>	
Technology	

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<i>Consider including the following:</i> • <i>Discuss the technology used by the unit and if it meets the needs of the unit to meet its mission</i> • <i>List any current or foreseen IT needs and how they will improve the results of the unit</i> • <i>Also list here if there are any non-IT needs, how much they cost, and how they would improve the unit's ability to support its mission</i>	
Administrative Support <i>Consider including the following:</i> • <i>Discuss if the unit has administrative support and how it assists the unit in meeting its mission</i> • <i>Document if there is need for administrative support currently or foreseen in the future and how the administrative support will assist the unit to improve</i>	
Continuing Education <i>Consider including the following:</i>	

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• <i>List the continuing education efforts for each staff member and how that ties to the success of the unit in achieving its mission</i> • <i>Discuss if the resources provided are adequate. If not, be specific of the need and how it will help the unit achieve its mission</i> • <i>Reference evaluations</i>	
Training <i>Consider including the following:</i> • <i>List the training received by each staff member and how that ties to the success of the unit in achieving its mission</i> • <i>Discuss if the resources provided are adequate. If not, be specific of the need and how it will help the unit achieve its mission</i> • <i>Reference evaluations</i>	
Productivity Evaluation <i>Consider including the following:</i>	

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• <i>Discuss the productivity of each staff member and how it supports the mission</i> • <i>Discuss action plans for not meeting minimum requirements</i> • <i>Reference evaluations</i>	
Service Delivery <i>Consider including the following:</i> • <i>Discuss how the unit has met its service delivery in the past 3 years and provide action plans if service delivery was not met</i> • <i>Discuss how service delivery is perceived by internal constituents</i>	
Collaboration <i>Consider including the following:</i> • <i>List how the unit collaborates with internal and external constituents</i> • <i>Discuss any outreach programs</i>	

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V. Summary

- Provide a brief summary of the self-study.
- Describe the unit's Strengths, Weaknesses, Opportunities, and Threats.

Guiding Questions:

1. How does the unit impact university operations and the campus community?
2. What benefit does the program have on local, state, national, and international communities?
3. How does the unit's programs compare or compliment those in the community?

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V. SUMMARY:

Summary <i>Consider including the following:</i> • <i>Provide an overall summary of the Program Review narrative</i>	
S.W.O.T. • <i>Reference SWOT</i> • <i>List again the unit's primary strengths, primary opportunities, identified weaknesses, and potential threats</i>	
Impact on University Operations <i>Consider including the following:</i> • <i>Discuss the impact of the unit on the overall institution</i>	
Impact on Community (local, state, national, international) <i>Consider including the following:</i> • <i>Discuss how the unit compares/compliments the community</i>	