CUNY SCHOOL OF LABOR AND URBAN STUDIES

Administrative, Educational and Student Support Program Review for Continuous Improvement Process and Guidelines

Component	Office/Program Meetings	Due
Launch and Organization Chart Creation		
1-4: Program Information		
5: Customer Analysis	Discuss your data needs with OIRA.	
6: Outcomes Assessment	Discuss your data needs with OIRA.	
7: SWOT Analysis		
8: External Evaluation	Once SWOT is complete parts 1-7 are turned over to the Reviewer after any revision.	
9: Future Directions and Recommendations	(depending on date of external evaluator's visit): Analyze the reviewer feedback and your document.	
Executive Summary and Completed Review Document	a one-page summary of the experience, review content and recommendations to your Dean.	
Wrap-Up with Division Units	Meet with OIRA to decide on the data collection needed for the next phase of the review process: Implementation.	

Non-Academic Program Review Components

1. Fact Sheet (2 pages)
Includes the goals and mission of the office or program, an overview of how the unit fulfills its objectives and a brief explanation of the resources utilized. The organization chart lists all employees and their status within the unit.

2. Program Details (1/2 to 1 page)
Drawing from the fact sheet, provide more insight regarding how the program operates. Describe the functions of the office, the services provided, and the service recipients. Also, describe how the office goals and objectives relate to the broader goals and objectives of the division and the college. Use this to elaborate on anything from the fact sheet or that was not included in it.

- Include any milestones or major changes that occurred since its inception.
- Any miscellaneous items that may be important for understanding the context of the program. Especially things that happen often due to community needs but not necessarily an official activity of the office.
- How your goal is related to the mission.

3. Personnel, Facilities, and Resources (1/2 to 1 page)
Using the organization chart, describe the responsibilities of each person. If several people work as a team please list them together. Describe the support and resources provided, including both PS and OTPS resources. Using the fact sheet discuss the extent to which these are sufficient and adequate for the office/unit to accomplish its mission. Discuss any efforts being made to secure additional resources (if necessary) through alternative funding sources (e.g., grants, collaborations, partnerships, etc.). Also describe any efficiencies that have been made to make better use of available resources.

4. External Partnerships and Collaborations (1 paragraph)
Describe any partnerships, collaborations, or other external activities in which the office is engaged (as appropriate). Some examples of these kinds of activities are: joint programs with CBOs, participation in a grant consortium, providing support services, etc.

- Include partnerships, collaborations, or other external activities within CUNY and Hostos and any partnerships outside of CUNY.

Office Name/Division
Location

Goal and Mission

(200 words)

What is/are the overall goal(s) of your office/program? What issue is behind the existence of your unit? What is the impact of this issue? How does your program/office seek to fix this?

Ex: The ABC office aims to increase socio-economic mobility in underprivileged neighborhoods by providing training and courses on skills in demand in the workforce market. The courses and trainings provided by the ABC office also provide students with basic skills needed to transition to a higher education program.

What goals has your office/program set for the near future? Please list them, these can be broad goals (improve proficiency, grow and sustain a network, provide access to services: list them; improve rates of educational attainment and employment.)

Overview (250 words)

- Describe your program/office in the context of your division and the College. Include a history of the office and/or program, also describe the location of the office and how this location suite your goal and mission
- Describe the target demographic for the office. How the office aims to address or has addressed the needs of the targeted population. Include information of the strategic decision to target this location or population (e.g., the neighborhood was targeted due to low employment and low income in the area). Use any statistics you have such as how many clients you serve, etc. If the location where services are provided is not the office, please explain.
- Describe the services offered by your program/office. List the programs by the most to the least heavily used. Explain the how these services align with your goal(s) and how they came about.
- Describe any partnerships, collaborations, or other external activities in which the office/program is engaged (as appropriate). Some examples of these kinds of activities are: joint programs with CBOs, participation in a grant consortium, providing support services, etc. Also describe any agencies, government organizations or other parts of CUNY with whom you work to meet your goals and mission.

Resources (100 words)

How is your program funded? (Tax-Levy, grant-sponsored, CBO collaboration, etc. or a combination of these) Describe the support and resources provided including for PS and OTPS.

How well do the resources you have (employees and other funding) match with what is needed to fulfill your goals and mission?

Are there any efforts being made to secure additional funding?

Organizational Chart HERE:

5. Program Analysis: 1 page narrative and 1 page of tables (optional)

- Who is served by the office/unit? Provide information on the number of individuals served and the demographic profile (e.g., gender, race/ethnicity) of the customers (as appropriate). If the office/unit does not provide services to individuals, provide information on the client base served (e.g., contractors, suppliers, vendors, etc.).
- Does a client see multiple people during one visit to this office? If so which positions and in what order? Or are routine tasks and inquiries trafficked to different people? If so to whom and in what order?
- What information is collected about the impact of the office/unit's services on customers? What information is collected about customer satisfaction with the office's services? How is this customer-related information used by the office? How does the use of this information strengthen civility on campus?
- How does your program/office go about marketing and recruiting participants? How often does this occur? Who is involved? List any outside agencies from (4.) external partnerships.
- What are any specific requirements that must be met for the participants to qualify for this program? Do you have customers who do not meet the criteria? How are they served?
- Any surveys based on customer/client satisfaction should be analyzed here.
- If your customer satisfaction is used as a target, this part should go in the Outcomes Assessment section instead of here.

6. Outcomes Assessment (1page)

What are the expected annual outcomes, based on the above goals and objectives? How are the outcomes being assessed? What were the results of the assessments? How were/are the results used to improve services to customers and to promote to goals of the division and College? Start with FY/AY 2019-2020 for the rest of this section until the outcomes table in part C, there you will use FY/AY 19 information for the status column, set a goal then project outward for the next three years, with the understanding that some outcomes do not take three years to effect.

A. Outcomes (1/2-1 page)

1. At this point it is time to get into specifics of what expectations have been established for your office/program.
   a. What is the time frame for these expected outcomes? Normally we expect annual outcomes for each year within the period of review (three years). Just include the outcomes for whatever time frame you have established.
   b. How many clients do you serve per year, this is an "N"? What are your quotas and projections?
      i. If you'd like to see an increase in services, performance and/or client base over the next few years describe the rate or number as of now and project to what you think is a significant but reachable goal for each outcome you list.
   c. What other expectations did you have that perhaps cannot be measured as an increase or decrease? Perhaps initiate a new way of doing business or offer a new service, these are yes/no or "on/off "outcomes. What are the conditions for success?

B. Method of Assessment (1/2 page)

1. Describe how the office/program collects its information, how it is stored and how often it is accessed and updated. Which catalog/database do you use? Which position is in charge of it? If you conduct surveys how often and with what goals? Which outside agencies do you use for evidence? What type of information do you use from outside your area? There are countless ways of getting information and none is necessarily better than another as long as it makes sense for your program and helps you figure out how things are going.
    a. How do you analyze this information? (Make tables, use formulas etc.)

C. Results (1-2 pages)

1. What numbers did you yield? What percentages, ratios? Which "on/off" items were switched? What agreements were made? For Example:

Outcomes				**Projections**		
And Activities	**N**	**Goal**	**Status**	**FY21**	**FY22**	**FY23**
Improve wait time for projects	200	14	21	19	17	14
Assess workflow						
Engage in professional development						
Implement new system						
Change records management	~5,000	1 System	3 Systems	3	2	1
Explore different file systems						
Select and begin use of new system						
Finalize conversion						

    a. You may have a different (N) or target group for each outcome. If you offer a service that all of your clients are not eligible for it will be a different count. Some outcomes have no (N).
    b. Do not skip outcomes. If it was included as an outcome, it has to be addressed.
2. Go through each outcome; explain how you plan to get to your goal, and how long you think it will take. How are you using these results to make improvements? Did these results change your goals? How?
3. Where there any problems with the data (incomplete, inconsistent, etc.)? Do you think these problems are impacting how your program looks?

*OIRA is available at all stages of the step to help with collecting and analyzing your outcomes.

7. Strengths, Needs Improvement, Opportunities, and Challenges (SNIOC) Table and Analysis (2 pages)

Have an internal discussion of what issues are the most pressing for your area, the College and your program/office as you see it. Use the materials made before (parts 1-6) as a guide, this will help keep the discussion on a programmatic level while using the information composed collaboratively. Figure what's going on in your area that is has an impact on your goals/outcomes and mission as well as that of your division. Consider the good and the bad from inside your program and what could be potentially helpful or harmful outside your program.

- **Strengths:** Based on the materials, and the discussions: what about your program as it is works well to bolster the mission?
- **Needs Improvement:** Also, considering just what's in your program what issues do you think have an impact on the programs ability to meet its mission? What areas can your office/program improve in? Think about any recurring difficulties in meeting goals, any general staffing or resource issues that have become an impediment.
- **Opportunities:** Are there available resources or trends/innovations from outside your program/office that you think would make a significant positive change in your outcomes or help you to better meet your goals and mission? Consider: new technologies, funding and collaboration opportunities.
- **Challenges:** Are there outside factors that might hinder or derail your program or negatively impact progress towards meeting your goal and stated outcomes? Think about: any new or pending regulations or rules, any other agencies competing to offer the same services, or a broader shift, such as attitudes towards a particular service.

Complete the **SNIOC Table** (see next page), list the priority items you've discovered for each: Strengths, Weaknesses, Opportunities and Threats. Briefly name the issue in no more than a sentence. There should not be more than 3-4 points in each box of the table, this will ensure that you are focused on bigger issues and also that you will find it possible to actually address and resolve those that can be fixed or utilized.

Analysis: On this page you can be more specific about the SWOT table. What's an urgent matter? What can wait if it needs to? What's the timeline on these items if you have one? Finally, how can you use your strengths to address threats? How can you use opportunities to address weaknesses?

CUNY SCHOOL OF LABOR AND URBAN STUDIES

Office of Institutional Research and Assessment

SWOT Matrix for Non-Academic Programs

	Helpful to achieving the mission/goals	**Harmful** to achieving the mission/goals
Internal origin (attributes of the program/office)	***Strengths***	***Needs Improvement***
External origin (attributes of the environment)	***Opportunities***	***Challenges***

8. Inter-Divisional or External Evaluation Summary (1 paragraph)
After assembling parts 1-7 turn these over to your reviewer. Engage with the reviewer in discussing the components. This is a great opportunity for self-reflection and to understand how much another program/office knows about what you do and how you operate. After some conversation and observation the reviewer will write a summary (1-2 pages) of their thoughts on the components. The reviewer will turn this document over to you by May 1.
Once you have the evaluation, summarize what you've learned from the evaluation? What parts will you add to your (9.) future directions and recommendations?

9. Future Directions and Recommendations (1 page)
Based on the information collected and reviewed, discuss the future directions of the office, including recommendations for improvement. Recommendations for change should be identified as those that can be implemented by the office/program (e.g., establishing an agreement for services with a local CBO) versus those that require the intervention of individuals at higher organizational levels of the college (e.g., creating a new position).

10. Executive Summary (1 page)
Now that you've completed all the components it's time to tie a ribbon around it. Your executive summary should be addressed to your division vice president and present an overview of your non-APR process, the content of the review and your recommendations.

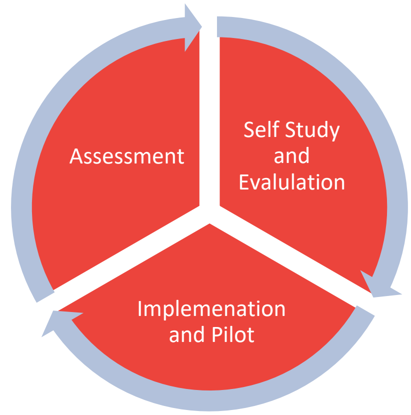
11. Appendix
This will contain the Inter-Divisional/External Evaluation as well as any additional tables or charts you think are necessary to the understanding of the goals of your program.

Where to get Data:

- OIRA – Data on students, courses, and test results at the School of Labor and Urban Studies. OIRA will also help analyze any data you have if you need assistance.Census.gov – Federal demographic statistics.
- Your own records and/or databases. Again, OIRA is available to help analyze any data if you need assistance.

  *Any analyses run by OIRA will be included in their catalog of institutional data.

Next Steps:



Following the self-study, the next year (AY22) in the AES Program Review cycle is the implementation of the outcomes and activities, and recommendations produced by the formative assessment via self-study.

In the third year of the cycle (AY23), a summative assessment of the Self-Study, Implementation and Piloting and the Program Review process itself are undertaken. This Assessment process will use current and historical data, and clearly demonstrate the alignment of the AES units Program Review with the Mission, Goals, Vision and Values of the institution; as well as the Strategic Plan and Institutional Learning Outcomes where applicable.

If you have any questions, please contact:

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