APPENDIX H
UCLA STUDENT AFFAIRS PROGRAM REVIEW
SELF-STUDY GUIDELINES

Provide a short narrative in response to each item and, where appropriate, include documentation in the self-study report appendices to further inform the reader. It is not necessary to respond to each item as a separate section, but you should ensure that all content areas are addressed in the self-study report. If the department cannot address a particular area, the self-study should identify either why the item is not relevant to the departmental context or what the department will do in the future to address that question.

I. Departmental Mission, Purpose, and Function

A. Explain the department's mission, strategic priorities, and goals.

B. Highlight the department's core programs and services. This narrative should address:

1. the department's programs and services and how they relate to the unit's mission, strategic priorities, and goals;

2. the learning outcomes addressed by the department's services and programs;

3. the theoretical foundations, research, and/or professional philosophies and values that inform program/service development and delivery;

4. the methods used to deliver the programs and services to students and other clientele;

5. the department's primary and secondary student user groups and/or constituents that the department attracts and serves;

6. the key methods used to assist students and/or other constituents in getting information about the department's programs and service offerings (e.g. publicity, outreach, recruitment);

7. any overlap or duplication of programs or service functions with other Student Affairs departments or other University units (If so, how and why do these services/programs duplicate one another? How do they complement one another?);

8. any new programs or services planned for implementation based upon users' current or anticipated needs.

9. what lines of communication exist for students' and constituents' input to be included in the mission/purpose of the department?

C.   Describe any <u>key</u> collaborative relationships (within and beyond Student Affairs) in which the department is involved. Please explain how these partnerships:

1. advance student learning and development outcomes;

2. support the department's mission, priorities, and goals;

3. enhance the quality of services and programs provided; and

4. create greater operational efficiencies for the department.

II. Strategic Position & Planning

A. How do the departmental mission, goals and activities align with the Student Affairs Mission and Priorities?

1. Explain how the department's programs and services address each of the four Student Affairs Strategic Priority areas (see Appendix A).

2. Explain how the department contributes to the Student Affairs Diversity Strategic Plan (https://diversity.ucla.edu/strategic-plan/StudentAffairs_Report.pdf).

B. What overall planning methods does the department use to prepare for the future? Who are the key participants in these planning activities? How do departmental planning activities fit into strategic planning for Student Affairs at large?

C. What emerging trends or best practices are likely to directly or indirectly influence the work of the department in the future? How is the department taking action to address these new realities in a way that ensures programs and services remain relevant in the future?

III. Organizational Resources

A. Leadership and Staffing
Note: When responding to these questions the term "staff" can refer to full-time, part-time, and/or student employees.

1. Explain the department's organizational structure, including reporting relationships, distribution of responsibilities/authority, lines of communication, and use of management and/or work teams. Departments are encouraged to include a current and detailed organizational chart in the self-study report as a means of illustrating the department's organizational structure.

2. How does your department's current staff profile (e.g., number of staff, qualifications, reporting relationships, division of labor) facilitate or impede the organization's ability to fulfill its primary mission and functions? What strategies has the department adopted to address staffing-related impediments?

3. Provide a description of the philosophy or approach to leadership that informs decision-making processes and supervisory responsibilities in the department.

4. Describe any challenges the department has encountered with respect to the recruitment and retention of qualified staff. What are the implications of these challenges?

5. How does the department facilitate appropriate career development and progression for staff throughout the organization? Describe the department's professional development resources, activities, and/or opportunities.

6. What steps are in place with regard to succession planning for your department? How does the department plan to make changes to services (realignment, reorganization or other strategies) to ensure continuous improvement in the face of staff turnover, retirement and attrition?

7. What assessment methods and measures (either formal or informal) does the department use to determine staff well-being, satisfaction and motivation? How does the department use findings from these assessment efforts to improve the work environment?

B. Budget and Financial Resources

1. Please provide a financial overview of the department. How are resources allocated to support the mission and goals of the department? Departments may supplement this narrative with a recent budget report.

2. How are budget allocation/reallocation decisions made in the department? What factors influence the use of departmental resources?

3. Describe resource changes the department has encountered over the past five years and future anticipated changes. Explain what circumstances prompted these changes, how these changes have/will affect the department's operations and services, and how the department plans to address these changes.

C. Facilities, Technology, and Equipment

1. How effectively do the department's current facilities, space, and equipment support departmental operations? To what extent must these organizational resources change in order to keep pace with the future needs and expectations of students and/or other clientele? What strategies have been adopted or will be adopted to institute these changes?

2. How has technology been integrated into the programs, services, and operating functions of the department? In what ways have technological applications been used to promote innovation, responsiveness, and continuous improvement in the department? How has the department kept pace with the development of hardware, software, maintenance, and training support?

3. What are the department's projected technology needs for the future? What strategies have been adopted or will be adopted to address these needs?

IV. Gauging Department Performance and Effectiveness

A. Describe how the department evaluates success in fulfilling the mission and goals of the department. Include in your response:

1. A description of the department's assessment and evaluation activities. (Departments are encouraged to use the Data Audit generated during the pre-review preparation process as the foundation for this narrative.)

   a. What methods are used to assess the achievement of student/constituent learning and development outcomes? If these are not in place, what do you plan to do in the future to collect this evidence?

   b. What methods are used to assess achievement of departmental business and/or service outcomes? If these are not in place, what do you plan to do in the future to collect this evidence?

c. How are student/constituent needs assessed and considered in the development and delivery of programs and services? What methods does the department use to remain current with respect to understanding students' and constituents' needs, interests, and experiences? What are the sources of information the department uses to understand current needs? How have the needs changed over time?

d. How does the department track program/service usage patterns and determine students' and/or constituents' satisfaction and dissatisfaction with the departments' performance? If these are not in place, what do you plan to do in the future to collect this data?

e. To what extent does the department obtain and use comparative/benchmark data to stay current with peers and/or competitors that deliver similar programs and services (both those that are on and off campus)?

2. A discussion of assessment findings

a. What do the data say about the success of the department with respect to the achievement of student development, learning, and business/service outcomes?

b. If not addressed in a previous section of the report, please summarize findings with respect to usage patterns and clientele satisfaction. Have these patterns changed over time? Are there different patterns of usage for different student or client populations/demographic groups?

c. What areas for improvement are suggested by the data?

d. If collected, what do comparative/benchmark data say about the department's performance relative to the performance of peers and competitors?

3. A discussion of how the department uses assessment data

a. How is assessment data used to inform organizational decisions, management practices, and program/service delivery strategies?

b. How has the assessment of student learning and development outcomes contributed to program/service/department improvements?

c. How has the assessment of business and/or service outcomes contributed to program/service/department improvements?

4. How does the department monitor compliance with the laws/other regulatory requirements that apply to the department's program and service responsibilities?

5. How does the department make needed data and information available to departmental stakeholders?

V. Summary of Findings

Based on the <u>evidence compiled in the self-study,</u> summarize the following:

1. What are the primary strengths of the department and how have these changed over time? What innovative programs/services/practices has the department instituted that puts it out in front with respect to "best practices" in the field?

2. What major challenges face the department? What needs to occur, primarily within existing resources, to successfully make improvements in these areas?

VI. External Review Issues Statement

Please conclude the self-study report with an external review issues statement. This 1-2 page narrative should identify the key issues and questions the department and self-study panel would like external reviewers to address during the site visit and in their final report.