I. Overview of the Unit Review Process

Periodic review of an administrative unit's pursuit of excellence can contribute significantly to the enhancement of the unit's progress and respond to the University's responsibility for efficient use of resources. Each administrative unit will undergo a review at no more than seven-year intervals. The primary goal of this review is to improve the unit's effectiveness and quality—by providing the unit and the administration with a clear assessment of the unit's strengths and weaknesses and by providing the unit with the opportunity for periodic self-examination. The Vice President is responsible for preparing and circulating a schedule of reviews, for initiating the reviews, and for reporting to the President on the results of the reviews.

The review process shall have several components: an internal self-study including the accumulation of relevant data, external review of the unit, and proper utilization of the results of the review. An internal committee will be selected and charged with the self-study and the accumulation of data. An external committee will be selected and charged with the external review. In order to ensure proper utilization of the results of the review, the internal self-study and the external review reports should be made available to the unit head and the Vice President in a timely manner. The entire length of time required for the review from the beginning of the self-study to the completion of the external review should be no more than six months. The arrangements for the external review and the conduct of the self-study should be done concurrently, so that the external review can occur immediately after the completion of the self-study.

To the extent possible, however, all reviews should address common criteria.

II. Selection of Review Committees

The Vice President has primary responsibility for the selection of the external review committee and for ensuring the completion of an appropriate self-study. It is the Vice President's responsibility to ensure that the composition of the committees is in concert with the goals of the review.

The internal self-study committee shall include staff from the unit and representation of staff from outside the unit in the division and for some units, faculty, staff and/or students from outside the division.

The external committee will usually consist of three to five off-campus professionals of significant accomplishment who can be relied upon to provide an objective and authoritative assessment of the unit. In making these appointments, the Vice President shall solicit nominees from the head of the unit under review. The external committee members should be provided with a copy of the internal self-study a few weeks in advance of their visit to campus.

III. Charge to Committees

In addition to accumulating factual data and soliciting and reporting the views of unit members and other interested parties, the internal self-study committee should develop a coherent picture of what the unit does, how it operates and what its goals are. The committee should provide its assessment of how successful the unit is in fulfilling its mission, meeting its goals and how well it functions as an organization. The unit's success in fostering diversity and providing a supportive climate for all its members should be discussed. The committee report should include the unit's strategic vision of its future directions and a realistic assessment of the actions necessary to move it to a higher level of achievement.

A particular responsibility of the external committee is to assess how the unit and its programs compare with disciplinary norms. The external committee should also provide its view of the appropriate future directions of the unit and of the actions needed to enhance the level of achievement.

The quality of the review will depend critically on the nature of the charge given to the review.
committees. At a minimum, the committees will receive copies of this procedure on Review of Administrative Units. Detailed charges, specific and appropriate to the functions and responsibilities of the unit at the time of the review, should also be given by the Vice President. The following points define the issues to be addressed, but should be construed merely as illustrative of these issues.

IV. Unit Reports

1. The internal self-study and external committee reports should be factual and explicit. A draft should be circulated within the unit for comment.

2. The head of the unit under review will distribute the completed self-study report to the department and will deliver a copy to the Vice President who will transmit it to the members of the external review committee in advance of their visit to campus. The external review committee should be asked to submit their final report within thirty days of their campus visit, and upon receipt, the Vice President shall transmit a copy of the report to the unit head of the unit under review. The unit head of the unit under review shall distribute the external review report to the department immediately upon receipt and, with the advice of the department, may respond to the report within thirty calendar days of the unit head’s receipt of that report. Should the unit head of the unit under review respond to the report, the response shall be attached to that report as a permanent appendix.

3. The Vice President will meet with the unit head to discuss the internal and external review. Following that meeting the Vice President shall prepare a summary report of the unit under review, giving due consideration to (a) internal self-study and (b) the report of the external review committee and any response by the unit head and after consultation with the unit head shall transmit it promptly to the unit. The summary report shall endorse various recommendations and, as appropriate, discuss their financial implications and agenda for implementation.