

**COLLEGE AREA REVIEW**

**Administrative Assessment  
and Review Manual**

*Revised 2009*

*Revised 2010*

*Revised 2013*

*Revised 2014*

*Revised 2016*

# **MONTGOMERY COLLEGE**

## **COLLEGE AREA REVIEW**

### **Administrative Review and Assessment Process**

#### **2016**

#### Introduction

The periodic and systematic review of the administrative units is one of the primary assessment activities at Montgomery College. The purpose of the review is to evaluate and assess if our administrative areas are effective, contribute to student learning, and align with the overall mission of the organization. The administrative review provides an opportunity to examine all non-academic areas using multiple measures by reviewing unit functions and services, assessing and benchmarking services, identifying strengths and weaknesses, and examining unit resources and planning. As a result of the review findings, actionable recommendations are approved and implementation is expected within the five year review cycle. Ultimately, an objective review of an administrative unit would determine the extent to which the unit:

1. Correlates its mission, goals, functions, and services to the overall College mission, goals and support activities that foster implementation of these goals.
2. Contributes to the College's mission in its interaction with academic units.
3. Assesses the effectiveness of their services and benchmark their services using identified peer institutions and key measures.
4. Responds to future opportunities, needs, and demands.
5. Develops recommendations for unit and institutional improvements.

The administrative review provides essential information for college planning, establishing priorities for resource allocation and budgeting as well as identifying recommendations for institutional effectiveness and continuous improvements. The administrative review offers an opportunity to consider and identify actions necessary to meet the needs of students, employers, and the community. The administrative review process is periodically reviewed and modified based on feedback from those involved in the reviews.

All administrative units are reviewed according to a schedule approved by senior leadership. The Office of Assessment oversees the daily administration of the administrative review. The administrative review adheres to a five year review cycle and each administrative unit is expected to participate in the review process. The process of administrative review consists of four phases:

1. Planning for the Review
2. Conducting the Review
3. Completing the Report and Identifying Recommendations
4. Implementing the Results

## Review Processes and Responsibilities

### **1. Planning for the Review**

#### **a. Meetings and Orientations**

- Decisions about which units will be reviewed are made prior to the year of the review. A meeting is held with the senior vice president responsible for the unit selected for review to discuss the review process, including review of reporting forms, timelines, and expectations.
- The College Area Review Coordinator meets with the unit administrator to review the process and expectations of the review, including timelines, unit participation, and reporting forms. Decisions are made about the appropriate orientation for the particular unit. Any prior reports and recommendations are discussed.
- The unit administrator and his or her senior leadership meet and discuss the specific approach to the review that aligns with the College and unit strategic initiatives at the beginning of the review period.
- The College Area Review Coordinator conducts an orientation session for the administrative area being reviewed tailored to the needs of that unit. Clear guidelines are provided for the unit to conduct the review.

### **2. Conducting the Review**

### **3. Completing the Report and Identifying Recommendations**

#### **a. Responsibilities**

#### *CAR Coordinator*

- Serves as a liaison between the CAR process and individual administrative unit. Meets with unit administrator for planning and orientation about the review.
- Orients administrative units and provides guidance during the process including administrative unit manual and informational handouts to assist unit with the review. Can serve as a facilitator in unit discussion. Provides support and assessment expertise to the administrative unit.
- Reviews and meets with unit administrator prior to submittal of unit report and recommendations to the CARC.
- Solicits yearly updates of the approved recommendations. Reviews and analyzes annually the progress of the status updates for all recommendations.
- Provides information in various formats to the College about review activities such as schedules, assignments, decisions, and approved recommendations.

- Retains the CAR reports and recommendations as part of the historical record of review, decisions, assignments, and results for use in institutional effectiveness and continuous improvements. Maintain currency of website.
- Conducts an evaluation/assessment of the review process.

#### *Unit Administrator*

- Sets the tone and parameters for the review and ensures that the opportunity for participation is available to all members of the unit.
- Identifies key unit participants and discusses with them how the review will be organized.
- Reviews the unit expectation of the processes, schedules, and activities necessary for the completion of the review by the unit.
- Provides and discusses related data and measures.
- Reviews unit's draft report and recommendations prepared by the unit working team. Ensures that recommendations are as a result of report findings. Discusses the report and recommendations, any revisions, concerns or issues with the unit as well as with senior leadership.
- Modifies and or revises the draft report, when necessary, if the workgroup's recommendations are considered insufficient to address identified strengths or weaknesses and findings in the report.
- Makes additional recommendations and offers comments on the unit recommendations presented from the unit workgroup and or unit supervisor (if applicable). Signs-off on the report.
- Meets with College Area Review Coordinator to discuss report and recommendations. Send final report to College Area Review Mailbox.
- Provides any necessary explanation to the College Area Review Committee and or supervisor or senior leadership, when and if requested.
- Notifies all unit employees of the approved recommendations, comments, and requests.
- Guides, facilitates, and is accountable for follow-up and implementation of approved recommendations.

#### *Unit Working Team (The Workgroup)*

- Reviews process guidelines, gathers additional information, and completes reporting forms and make recommendations.
- Assigns report writing and investigation to various unit members in consultation with unit administrator.
- Solicits input from all unit members. Provides opportunity for all members of the unit to review and provide input to the report and recommendations.
- Conducts assessment and benchmarking activities. Reviews and discusses related data and measures. Conducts SWOT activity. Drafts initial recommendations based on findings.
- Communicates and collaborates with the unit administrator.

- Solicits feedback from unit regarding draft report and recommendations before submittal to unit administrator.
- Completes and submits to the unit administrator the draft report and recommendations (both in hard copy and electronically) that includes organizational chart and any appropriate appendices. *(An electronic copy of the report should be sent to the College Area Review mailbox.)*

*Unit Supervisor/Manager (if applicable)*

- Analyzes the workgroup's preliminary review, provides feedback, and meets with the workgroup.
- Confers with other supervisors in the unit and together they evaluate the workgroup's final report and recommendations. This group determines if they will agree or amend the recommendations.
- Provides comments on draft report and recommendations to the unit administrator.

*College Area Review Committee (CARC)*

- Serves as a cross-sectional review team comprised of all college stakeholders.
- Reviews and comments on the report and recommendations from a College perspective that considers such factors as prior administrative unit reviews, on-going academic area commitments, College priorities, College budget and planning, alignment with College mission and strategic initiatives. The CARC responses may include additional recommendations.
- Solicits any clarification to report or recommendations.

*Senior Leadership*

- Conducts final review of administrative reports and recommendations and approves recommendations for implementation within the given time period.
- Communicates and discusses the approved recommendations and related comments regarding the report to the unit administrator within the given time period.

## **5. Implementing the Results**

### **a. Approved Recommendations**

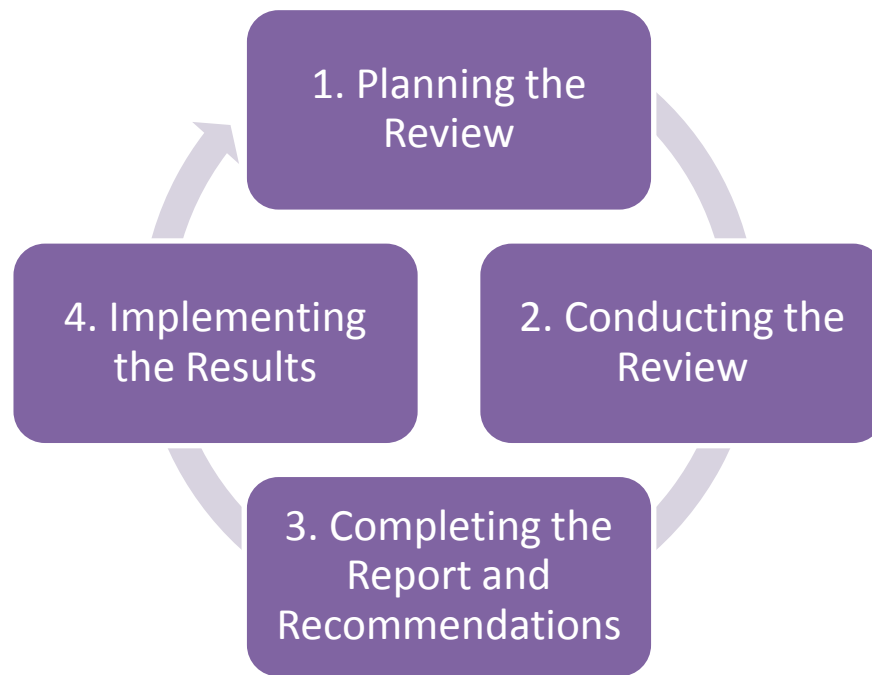
- The unit administrator is responsible for leading the unit in the implementation of the approved recommendations and providing the requested annual progress report to the CAR Coordinator. Yearly updates will be requested until all recommendations are complete.
- All recommendations should be crafted into measurable outcomes language and the CAR Coordinator works with all units to ensure this occurrence. All

forms and documentation about the process are available on the CAR Website at [www.montgomerycollege.edu/car](http://www.montgomerycollege.edu/car).

### General Timeline for the Administrative Review

January-February	Planning meeting(s) and discussions with unit administrator and unit orientation meeting(s)
February-June	Unit workgroup(s) conducts review Completes draft report and makes recommendations
June-July 31	Unit Supervisors/Managers/Director review documents and drafts report and submit to unit administrator by <b>July 31</b>
August-September	Unit Administrator reviews final report and comments on unit recommendations and provides consolidation of report and recommendations. Unit administrator meets with CAR Coordinator to discuss report.
<b>September 15</b>	Administrative Review and Assessment unit report and recommendations are due to the College Area Review Mailbox
October	College Area Review Committee (CARC) Workgroup and Fall CARC Meeting. Administrative reports are due to senior leadership
November	Senior Leadership approves report and recommendations. Meets and provides results of review process to unit administrator.
December	Unit administrator shares with unit approved report and recommendations

## Diagram of the Administrative Review and Assessment Process



1. **Planning for the Review:** Planning discussions, meetings, and orientations are held with the Office of Assessment, the senior vice president responsible for the unit, the unit administrator, and the unit to discuss processes, define expectations, provide clarifications, and discuss outcomes of the review. Process timelines are agreed upon for the review.
2. **Conducting the Review:** The review is conducted by the administrative unit. The report should document the alignment of the MC strategic goals and initiatives and unit goals and related activities. Activities and fact finding related to appropriate benchmarking and assessment of services, along with a SWOT analysis is expected as part of the review. Full participation by all unit members is warranted. Review of related data and measures are expected. As a result of the fact finding, any data analysis should be addressed and explained in the report and recommendations.
3. **Completing the Report and Recommendations:** Conclusions for report completion should result in actionable recommendations for unit and institutional effectiveness that foster continuous improvements. External peer reviewers may be invited to participate in the review. Only approved recommendations will be implemented.
4. **Implementing the Results:** Administrative units have five years to implement recommendations. Yearly updates will be requested.