



MONTGOMERY COLLEGE

COLLEGE AREA REVIEW PROCESS

Administrative Area Review

2014

Introduction

The periodic and systematic review of all of our administrative is one of the primary assessment activity through which we attempt to determine that our administrative areas are effective, contribute to student learning, and serve the overall mission of the College. All administrative units will be reviewed according to a schedule approved by the Senior Vice President for Administrative, and Fiscal Services. The Senior Vice President for Academic Affairs, Student Services, and Administrative and Fiscal Services along with the President create the executive review team for CAR.

The Administrative Area Review (ADAR) gives us the opportunity to examine and evaluate all non-academic areas using multiple measures by reviewing unit functions and services, identifying strengths and weaknesses, and examining resources and planning for each individual unit. The

Ultimately, an objective review of an administrative and fiscal unit would determine the extent to which:

- 1. Unit mission, goals, objectives, and services correlate to the overall College mission, goals, and objectives.**
- 2. Units contribute to the concept of the College's mission in its interaction with academic units of the College.**
- 3. Units use sound judgment in their use and management of resources.**
- 4. Units regularly develop and assess key measurable objectives.**
- 5. Units are aware of and respond to future opportunities, needs, and demands.**

The Administrative Area Review (ADAR) provides information essential for collegewide planning, establishing priorities for resource allocation and budgeting as well as for assessing our effectiveness as an institution. The Administrative Area Review (ADAR) offers an opportunity to consider unit needs and to identify actions necessary to ensure that administrative units meet the needs of students, employers, and the community. The College Area Review process consists of the Administrative Area Review process and the Academic Area Review process. Every effort to align the collegewide planning, budgeting, and Outcomes Assessment processes with CAR will be made. The CAR process is an attempt to have a unified approach to meeting the College's mission of changing lives, enriching our community, and holding ourselves accountable.

At the beginning of the process, if the Executive Team determines and recommends that an external reviewer look at a unit's ADAR, then the unit will be solicited for reviewer recommendations.

The ADAR process will be periodically reviewed and modified by the College Area Review Committee (CARC) based on suggestions and surveys of those involved in the reviews.

The process of Administrative Area Review consists of three major phases:

- Initial/Start-Up Activities
 - Selection of administrative areas
 - Selection of unit workgroups
 - Collection/distribution of data and orientation

- Analysis, Reporting, and Approval
 - Review of data and completion of ADAR Reports by unit workgroup
 - Review and approval of ADAR Reports by Unit Head, CARC, and the executive team.

- Implementation of the Approved ADAR Recommendations
 - Follow up annually via CAR Status Update Report

Review Processes and Responsibilities

Initial/Start-up Activities

Selection of Administrative Areas

- The College Area Review Committee notifies the administrative areas as to when they will be reviewed.

Selection of Unit Workgroups

- The Unit Head identifies unit workgroup members and notifies the CARC.
- The Executive team confirms staff appointments and informs the College community of the administrative areas, Unit Head, and workgroup members.

Collection/Distribution of Data and Orientation

- The CARC prepares review packets for each administrative area being reviewed and holds an orientation session.
- The review packet provides each administrative area with instructions and directions to assist in the review process. Included in the packets are reporting forms and the College ADAR guidelines, strategic plans and budget for the unit review.
- The Unit Workgroup or Unit Head may request data they need to complete the report from the Office of Institutional Research and Analysis.

Analysis, Reporting, Approval and Responsibilities

Unit Workgroup/Team

- Determines the processes, schedules, and activities necessary for the completion of the review.
- Develops strategies to communicate within their unit to assure full participation.
- Collects any minority report(s) and includes them in the final packet as to goes forward to the next level of review.
- Analyzes the ADAR guidelines, gathers additional information as needed, and completes all reporting forms.
- Communicates and collaborates with the Unit Head and administrative area colleagues, informs others of decisions and recommendations throughout the process, and solicits feedback to assist in preparing the report.
- Completes and submits to the Unit Head the report packet (both in hard copy and electronically) that includes the ADAR Recommendation Report, as well as appropriate appendices. Each package must include the Recommendation Report and required signatures by necessary parties. ***(An electronic copy of the report must be sent to the ADAR mailbox.)***
- Accountable with other unit members for follow-up and implementation of approved ADAR recommendations.

Lead 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.
- Completes the Lead Supervisor's section of the Recommendation Summary Sheet and signs the sheet.
- The report may be sent back for revisions if the workgroup's recommendations are considered insufficient to address identified strengths and/or weaknesses.
- Submits the full report (electronically and in hard copy) to the Unit Head for review and signature.
- Accountable for follow-up implementation of approved CAR recommendations.

Unit/Team Administrative Leader

- Conducts a complete review and evaluation of the CAR package.
- Makes recommendations and offers comments on the CAR recommendations presented by the Workgroup and Lead Unit Supervisor (if applicable) on the Recommendation Summary Sheet. Signs-off on the package
- Determines that all reports, recommendations, and signatures have been completed before sending a hard copy and an electronic copy to the College Area Review Committee.

- The report may be sent back for revision if the workgroup's recommendations are considered insufficient to address identified strengths or weaknesses.
- Notifies the Lead Unit Supervisor (if applicable), the workgroup, and other unit employees of the executive team's approved recommendations, comments, and requests.
- Guides, facilitates, and is accountable for follow-up and implementation of approved CAR recommendations.

College Area Review Committee

- Serves as a cross-sectional review team comprised of all college stakeholders.
- Reviews and analyzes the academic area reports from a collegewide perspective that considers such factors as the history of College Area Reviews, on-going academic area commitments, and College budget and planning. The CARC responses include integrated priorities, recommendations, alternatives, and issues.

CAR Coordinator

- Serves as a liaison between the CAR process and individual administrative units.
- Submits the complete CAR report package and the committee's sign off sheet to the Executive Team.
- Receives and distributes Executive Team approved recommendations and response to the respective lead Vice President and Provost.
- Informs the College of review activities such as schedules, assignments, decisions, and recommendations throughout the process.
- Coordinates information, schedules, and other CAR activities with Outcomes Assessment efforts.
- Retains the CAR Committee notes and CAR reports as part of the historical record of review, decisions, assignments, and results for use in CAR evaluation and improvement.
- Reviews and analyzes annually the progress of the CAR Actions Plan for all units.
- Conducts an evaluation/assessment of the CAR Process.

Executive Team: Senior Vice President for Academic Affairs, Senior Vice President for Student Services, and Senior Vice President for Administrative and Fiscal Services and the President

- Respond to and return the CAR reports and their approved recommendations with their decisions and conclusions to the College Area Review Committee and the Unit Administrative Leader for implementation and dissemination of information to employees of the Unit.

Implementation of the CAR Recommendations Report and Plans

- The CAR Recommendations Report is sent to the Unit Administrative Leader for distribution to the staff in the administrative area. The ADAR Action Plan and any additional recommendations will be included in the next fiscal year's Collegewide planning and budget documents. The implementation should include action items and assessment criteria for each recommendation.
- The Unit Administrative Leader is responsible for leading the staff to implement the approved recommendations. The Unit Administrative Leader is responsible for submitting a Collegewide annual progress report to the Executive team by the designated date. This report explains the administrative area's progress toward completing the approved recommendations from the CARC.
- The executive team and the College Area Review Committee must approve any changes to the plan.
- The Unit Administrative Leader works with the staff to include all recommendations in the Collegewide planning and budgeting process.
- The executive team present all budget needs from the CAR process in the College budget cycle immediately following the review.

The Office of Planning and Institutional Effectiveness (OPIE) provides support and assistance for administrative units throughout the review process. The OPIE staff facilitates an initial orientation meeting and session, where appropriate, and offers assistance in completing documents and recommendations, and answering any questions. All recommendations should be crafted into measurable outcomes language and the CAR Coordinator is available to work with all units to ensure this occurs. All forms and documentation about the process is available on the CAR Website at www.montgomerycollege.edu/car.

Note: The Administrative Area Review and the College Area Review are used in this report as one in the same.