

UC Merced Administrative Review Team Guidelines

UC Merced is interested in the team's overall assessment of 1) the appropriateness of the administrative unit's¹ service goals and related service outcomes, 2) the efficacy of the unit's efforts to both meet and assess these goals and outcomes for improving the quality of its services, 3) the quality of the administrative unit's contributions to student, faculty, and institutional success (as relevant) relative to its intended service goals, outcomes, and levels of performance, and 4) the efficacy of its plans for improving its contributions, as relevant.² These aspects of the unit's administration should be considered in light of its current missions, evolving institutional context, functional purposes, relevant professional standards, and stakeholder needs. Recommendations to increase resources many stem from the review, but they are not the primary responsibility of the reviewers.

It might be helpful to think of your review with the following questions in mind:

- 1) Are the service goals and related service outcomes clearly defined for the unit? Do they seem appropriate relative to UC Merced's mission, the unit's mission and functional purpose(s), stakeholder needs, and professional standards, as relevant? Are the unit's stakeholders and related service needs clearly identified?
- 2) In what specific ways does the unit encourage high quality services and outcomes?³
- 3) In what ways does the unit contribute to student learning and student success? In what ways does it contribute to faculty and staff success?²
- 4) Do the unit's assessment activities provide actionable insights into the quality of its services, helping to identify what is working well and what could be improved?
- 5) Is the unit meeting stated service goals and outcomes? How effectively?
- 6) How effectively do unit's services seem to meet stakeholder service needs? What is the overall quality of the services provided by the unit?
- 7) What, if any, factors affect – positively or negatively - the ability of the unit to define and meet service goals and outcomes?

¹ Consistent with the UC Merced Policy for Annual Assessment and Periodic Review of Administrative Units, a "unit" is a functional group tasked with specific responsibilities that is located within a School or administrative entity (ex. a Division) led by a Dean, Vice Chancellor or equivalent. Depending upon the degree of granularity, a review may involve multiple units, and these guidelines will need to be adapted accordingly. For example, the review of a school administration may involve units like academic personnel, undergraduate student services, graduate student services, instructional support, administrative operations, etc.

² UC Merced Policy for Annual Assessment and Periodic Review of Administrative Units, pp. 1, 4.

³ From Notre Dame de Namur University's Support Unit Program Review Procedures.

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- 8) As relevant, are plans for improving performance likely to be effective? What challenges are anticipated in the implementation of these plans? What suggestions might the team have for increasing their efficacy?
- 9) Are there any questions we have not asked that you feel should be addressed?

We are aware that each administrative periodic review presents a special set of circumstances and that your review will need to take these distinctions into account. In this spirit, these questions are suggestions. As external reviewers, the team should feel free to pursue avenues of investigation that will yield constructive and productive insights for the unit. We hope to obtain well thought-out evaluations of the unit's status so that the administration and institution can capitalize on the unit's strengths and take effective steps to address any weaknesses. The UC Merced administration will give serious consideration to whatever directions you believe to most worthwhile in achieving these goals of the review.