Student Development Assessment Plan
2013-2014
PLNU Prioritization Process

Questions

Q: How are programs defined for the purpose of Program Prioritization?

    A.   An administrative program and/or service is defined as any ancillary* academic and non-academic activity or collection of activities of the institution that consumes resources (dollars, people, space, equipment, and time) in support of the university mission and vision.

    *ancillary is defined as complementary to the credit bearing primary academic process.

Q: What is the difference between a program and a service?

    A.   For the purposes of this review process, the terms "program" and "service" are used interchangeably and encompass all programs/services performed by employees in your unit/department.

Q: What is the difference between internal and external demand?

    A.   Internal demand is any request from a PLNU department, unit or member of the campus community for programs or services that your office provides. External demand is any request from outside PLNU for programs or services that your office provides. External demand also includes requests from internal departments in order to meet external requirements (i.e. accreditation, federal/institutional reporting, licensure, auditing reports, etc.).

Q: What should I do if a question does not pertain to my program/service?

    A.   If a question does not pertain to your program/service, please respond "N/A." Not all questions do apply to all programs and services. Programs/ services will not be penalized for a response of "N/A."

CENTRALITY TO MISSION

One: Consistency with the University's Mission, Vision and Strategic Goals

What are the program's main responsibilities (up to 5) and how do they support the University's mission and vision?

Responsibilities	Support of Mission/Vision

   Narrative response summarizing responsibilities – (200 word limit)

Two: Internal and External Demand for the Program/Service (to show the need for and attractiveness of the program/service)

2.1 Who are the key users of this program? (Bulleted response)(200 word limit)
List all consumers of your program/service.

2.2 What is the internal demand or participation rate for this program and how is this measured? (Request for services, enrollments, resources, etc. – (200 word limit)
List what other departments within the university are interdependent on your program/ service, list all members of the campus community that request your services, provide documentation of numbers of persons utilizing your program/service.

2.3 What significant changes in internal demand have occurred over the past 3 years and is this demand being met? If not, please identify the resources needed to meet this demand. (200 word limit)
Indicate how requests from departments/individuals within the university have changed, whether or not the changes in requests are being met, and if not, what additional resources are needed.

2.4 What effect do external factors (i.e., needs, accreditation, certification, legal requirements, etc.) have on the program's ability to meet its goals? (Bulleted response)(200 word limit)
List any requirements by outside organizations/agencies required for your program/service to operate.

2.5 What significant changes in external demand have occurred over the past **3** years and is this demand being met? If not, please explain. (200 word limit)
Indicate how variables (i.e. requests, student populations, laws, reporting requirements, accreditation, etc.) from outside the university have changed and whether or not the changes are being met, and if not, why.

Please limit each response to 200 words. Any responses beyond 200 words WILL NOT be reviewed.
Please use Calibri font, size 11.

PROGRAM QUALITY

Three: Quality of Program Inputs and Processes:

3.1 What qualifications and/or training are required of the staff in order to adequately meet the needs of this program? Are these needs now being met? (Please reference 2.3 and 2.5) (Bulleted response)(200 word limit)
List any degrees, certifications, credentials, etc. that program staff should have to do their jobs effectively, and indicate with examples whether or not they are being met.

3.2 How do you rate the quality of the facilities, equipment, and other non-personnel resources supporting this program and how is this evaluated? (200 word limit)
Describe the condition of non-personnel resources, i.e., excellent, substantial, acceptable, not acceptable and explain what criteria is used in assessing it.

3.3 How has technology impacted your program (improved efficiencies, decreased/increased staff workload, etc.)? What steps are being taken to take advantage of technological support and its use by staff?   (200 word limit)
Explain how you use technology and what effect it has on your program. List what technology resources program staff uses to do their jobs.

Four: Quality of Outcomes:

4.1 How do you define success in your program? What data or information do you use to measure your success? (200 word limit)
Consider type of tools used to measure the success of your program. Be as specific as you can about the types of indicators that you use to track success or make program adjustments. You may provide summary tables of data in addition to the 200 word narrative.

4.2 Describe what you have learned about your program from the data that you have gathered. (200 word limit)
Discuss what conclusions you have drawn from the data points listed in 4.1.

4.3 Describe what changes you have made to your program or processes based on the data that you have gathered. (200 word limit)
Be as specific as possible about the change that have been made.

4.4 What examples of exemplary performance has your department received within the past 3 years? (e.g. staff awards, productivity measures, etc.) (Bulleted response)(200 word limit)
List awards, certificates of recognition, letters of commendation, etc.

EFFICIENCY

Five: Size, Scope and Productivity and Costs of the Program:

Size, Scope and Productivity:

5.1 List staff assigned to the program along with major responsibilities of each (provide an organizational chart or staffing matrix). Indicate which positions are full-time, part-time, contracted, student workers, etc. (If position is shared with another department please identify that department and the percentage of time shared) (insert rows as needed)

Position	#	Status	Responsibilitie

Please provide the organizational chart or staffing matrix as a separate attachment.

For "Position" column, please list title (i.e. Executive Director, Administrative Assistant, Painter, etc.)

For "Status" column, please indicate status as described below:

> *Full-Time: Employees work a minimum of eight hours per day, five days per week or 40 hours per week. Please also indicate if they are exempt or non-exempt.*

> *Part-Time: Employees work fewer than 40 hours per week.*

> *Temporary Status: Positions are clearly temporary in nature. They do not require an authorized position slot and are not incorporated in the University's staffing plan; however, they must be approved and sufficient funds must be available.*

> *Student Status: Only students enrolled at PLNU are undergraduate students enrolled for at least 12 credit hours and graduate students enrolled for at least 6 credit hours are considered full-time. Students enrolled for fewer hours are considered part-time. Students are generally ineligible for benefits except those required by law.*

For "Responsibilities" column, please list major responsibilities; full job description is not desired or required.

5.2 Which groups of people are served by this program and how is this identified or measured?

5.3 How many employees are cross-trained to provide support in other program
or service areas within your unit? (200 word limit)
Please describe employee's capability of completing other staff member's tasks when absent.

5.4 What measures have been taken over the past 4 years to reduce costs and/or improve efficiencies? (300 word limit)
Describe the steps/actions taken to enhance efficiency and cost-effectiveness of the program.

Revenue and other resources generated for your program or the University, if applicable:
We understand that not all administrative programs or services will generate revenue from internal/external sources. Internal sources of revenue are considered to be transfers from another unit on campus. External sources of revenue could be, but may not be limited to, private grants, federal grants, or fees for services. Please provide the information requested if it applies to your administrative program.

5.5 What percent of your budget is revenue supported? The following revenue for your program has been identified by the PLNU finance office. Please add any items that are missing).

Fiscal Year	Revenue Source (indicate if	Amount	Percent of Total Program
2010			
2011			
2012			

5.6 List any staff positions assigned to this program that are income or grant supported. (include student workers)

Title	Percent Funded	Income or Grant	Amount

These positions should only reflect those which are in existence as a result of a revenue generating activity or grant. Include positions that are either fully or partially funded.

5.7 If the program is supported by a grant, specify the length of coverage and how the program will be maintained after the funding period has ended. (insert rows as needed)

Name of Grant	Funding Period	Amount	Funding Source after Expiration of Grant

Please limit each response to 200 words. Any responses beyond 200 words WILL NOT be reviewed.
Please use Calibri font, size 11.

5.8 Does your program contribute to bringing in revenue for the university that is not reflected in your budget? If so, explain the nature and amount generated as a direct result of your program. (200 word limit)
This indicator is meant to show any indirect monetary contribution for the University. Example: fundraising and/or revenue generating activities that do not bring revenue to your specific unit.

Costs and expenses associated with the program:

5.9 Below is a 3-year cost analysis of the total payroll and non-payroll expenses required to run this program or service. This information was provided by the PLNU finance office using the cost centers associated with you program. NOTE these will be adjusted as appropriate by Sonia to match PLNU broad categories.

	FY	FY	FY
TOTAL REVENUES			
Centralized Payroll			
Temporary Faculty			
Temporary Staff			
Student Compensation			
TOTAL PAYROLL			
Transportation & Travel			
General Office Expenses			
Consultants & Advisors			
Prof Fees/Service			
Professional Development			
Printing and Publishing			
Student Aid			
Inter Department Charge			
Utilities			
Book Store/Press COGS			
Indirect Costs – Grants			
Special Projects			
Furniture and Equipment			
Plant Renovations			
TOTAL NON-PAYROLL			
TOTAL EXPENSES			
NET TOTAL			

Please limit each response to 200 words. Any responses beyond 200 words WILL NOT be reviewed.
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5.10 Does this program share costs with other campus programs? If so, please describe and explain the interrelationship of the program budget with these programs. (200 word limit) *Please describe any costs borne by your program/service in order to support other programs/services that fall outside the scope of your program's mission. For example, do you pay for room repairs for rooms that are used by other units?*

5.11 Please list office and other space assigned to your program that is used to conduct your business.
Examples of "other space" would be rooms such as a conference room, storage space, and student work space, etc.

OPPORTUNITY ANALYSIS

Six: Impact and Opportunities

Impact, justification and overall essentiality of the program:

6.1 How does this program support/improve the work of other programs on campus? (200 word limit)
List all collaborative activities, joint initiatives, shared projects. Where possible, describe non-financial resources used to support those activities. For example, staff time used to support other activities.

6.2 What justification can you provide for continuing or strengthening this program? (200 word limit)
Summarize your program's overall contributions to the university focusing on previous criteria, including centrality to mission, internal/external demand, etc.

6.3 In what ways could programs or functions of other units on campus be consolidated with this program? (Bulleted response)(200 word limit)
Consider 6.1, collaborative activities, joint initiatives and shared projects along with offices that offer the same or similar programs/services. Consider if it would be possible to share personnel between units (e.g. administrative assistants)

6.4 What functions of this program could be performed by an outside contractor and what would be the impact to the University? (Bulleted response)(200 word limit)
Consider any duties or responsibilities that could be contracted out and explain the effect it would have on the university if work was contracted, i.e., impact on productivity, cost savings, etc.

Opportunity:

6.5 What is the potential of this program for generating or increasing revenue and/or enrollment? (200 word limit)
Provide an outline of your program's future possibilities/plans to enhance revenue and enrollment

6.6 What additional cost saving opportunities can you recommend for your program? What can you give up to help the university trim costs? Are there areas where collaborations among campus programs could help improve efficiencies for the university? (200 word limit)

List any ideas/suggestions where your program can cut costs, include collaborative initiatives and joint efforts to enhance effectiveness.

6.7 If you could start fresh and totally restructure this program, how would you do it? Are there "best practices" that you have investigated?(200 word limit)

Consider what you do, what works, what can be improved and describe what your ideal program would look like.

6.8 How do you foresee your program changing in the next 5 years and why (200 word limit)

Consider answers to previous criteria, i.e., internal/external demands, trends in your field, technology, resources, etc.