



**Sam Houston State University**  
**Office of Institutional Effectiveness**  
ADMINISTRATIVE PROGRAM REVIEW

## **INSTRUCTIONS FOR APR SELF-STUDY RUBRIC**

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# APR Self-Study Rubric

Administrative Unit

Date of Review

Completed by

Mission Statement	Developing	Emerging	Proficient	Distinguished
	<p>Department does not have a mission statement</p> <p>Department mission statement is vague</p>	<p>Department mission statement describes the overall intent of the department</p> <p>Department mission statement does not demonstrate alignment with the University mission or vision/values</p> <p>Department mission statement does not clearly identify stakeholders</p> <p>Department mission statement is too general to distinguish the department or too specific to align with the University vision/values</p>	<p>Department mission statement clearly outlines what is to be accomplished by the department</p> <p>Department mission statement clearly states aspects of the department's function</p> <p>Department mission statement aligns to some extent with University mission, goals and vision/values</p>	<p>Department mission statement includes clear purpose, primary functions, department activities, and identifies stakeholders</p> <p>Department mission statement clearly differentiates from missions of other University units or divisions</p> <p>Department mission statement clearly aligns with the University mission, goals and vision/values</p>

Comments/Recommendations:

Facilities	Developing	Emerging	Proficient	Distinguished
	<p>Department facilities are not suited to the department mission</p> <p>Departmental signage is needed but does not exist</p>	<p>Department facilities are somewhat appropriate and suited to the department mission</p> <p>Departmental signage is needed but is insufficient and/or does not conform with University branding policies</p> <p>Department requires more space or modifications to existing space in order to meet minimum needs</p>	<p>Department facilities are appropriate and suited to the department mission</p> <p>Department signage is sufficient and conforms with University branding policies</p> <p>Department has minimum storage and conference space</p>	<p>Department facilities are appropriate and well-suited to its mission with adequate space for growth</p> <p>Department is clearly marked with University branded signage and is easily identified/located by stakeholders</p> <p>Department has appropriate storage and conference space</p>

Comments/Recommendations:

Strategic Plan for Staffing	Developing	Emerging	Proficient	Distinguished
	<p>Department lacks sufficient staffing positions, and current employees routinely work overtime or face ongoing backlog</p> <p>Department staffing positions remain unfilled for long periods of time</p> <p>Department does not have a strategic plan for staffing</p>	<p>Department staffing is adequate for non-peak times and aligns with department mission</p> <p>Staff salaries are adequate and align with position responsibility</p> <p>Strategic plan for staffing is outdated and/or insufficient</p> <p>Department job descriptions are not routinely reviewed and updated</p>	<p>Department staffing is adequate to address department needs at all times and aligns with department mission</p> <p>Staff salaries are competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 1 to 2 years</p>	<p>Department staffing meets department needs for the foreseeable future and aligns with the department mission</p> <p>Staff salaries are highly competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 3 years or beyond</p>

Comments/Recomendations:

Stakeholder Feedback	Developing	Emerging	Proficient	Distinguished
	<p>There is no system in place to collect and document feedback from stakeholders</p> <p>Department implements programs and/or initiatives without stakeholder feedback</p>	<p>Feedback from the stakeholders is collected and documented occasionally</p> <p>Department occasionally uses stakeholder feedback to implement programs and/or initiatives</p>	<p>Feedback from stakeholders is collected and documented on a regular and timely basis</p> <p>Department regularly uses stakeholder feedback to implement programs and/or initiatives</p> <p>Survey tools provide clear and understandable feedback</p>	<p>A system is in place to collect and document feedback from stakeholders in a timely manner</p> <p>Feedback is measurable, reliable and longitudinal data is maintained</p> <p>Department evaluates and responds to stakeholder feedback in a timely manner</p> <p>Department routinely uses feedback to develop and implement programs and/or initiatives</p>

Comments/Recomendations:

Policies	Developing	Emerging	Proficient	Distinguished
	There are no formal written department policies or procedures in place	Department policies and procedures are outdated  Department policies and procedures are not reviewed after initial implementation  Department policies and procedures are not accessible to internal and/or external stakeholders	The majority of department policies and procedures are current, yet some remain outdated  Department policies and procedures are occasionally reviewed after initial implementation  Department policies and procedures are available to internal and/or external stakeholders on a limited basis	All department policies and procedures are current  Department policies and procedures are routinely reviewed after initial implementation  Department policies and procedures are easily accessible to internal and/or external stakeholders
Comments/Recomendations:				
Communication/Outreach	Developing	Emerging	Proficient	Distinguished
	Department has no Internet-based communication plan	Department has Internet-based communication plan that utilizes a single communication channel (i.e. E-mail only, Facebook only, Twitter only, etc.)  Department has unplanned and infrequent updates via Internet-based communication channel  Content of the Internet-based communication is broad and/or unfocused on current issues or needs and/or does not serve many stakeholders	Department has Internet-based communication plan that utilizes two communication channels (i.e. E-mail and Facebook, or Instagram and website, or Twitter and LinkedIn etc.)  Department updates via Internet-based communication channels are unplanned, yet frequent  Content of the Internet-based communication relates to the department mission and includes content that serves numerous, specific stakeholders	Department has Internet-based communication plan that utilizes more than two channels to communicate with stakeholders  Department updates via Internet-based communication channels are planned and frequent  Content of the Internet-based communication are timely and focused on current issues or needs, and benefit the majority of stakeholders, overall
Comments/Recomendations:				

**Additional Feedback**

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Onsite Visit      Date:

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Please provide feedback from onsite and/or remote visit, below:

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Comments/Recomendations:

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 Office of Institutional Effectiveness  
 ADMINISTRATIVE PROGRAM REVIEW

APR Self-Study Rubric

Administrative Unit

Date of Review

Completed by

Mission Statement	Developing	Emerging	Proficient	Distinguished
	<p>Department does not have a mission statement</p> <p>Department mission statement is vague</p>	<p>Department mission statement describes the overall intent of the department</p> <p>Department mission statement does not demonstrate alignment with the University mission or vision/values</p> <p>Department mission statement does not clearly identify stakeholders</p> <p>Department mission statement is too general to distinguish the department or too specific to align with the University vision/values</p>	<p>Department mission statement clearly outlines what is to be accomplished by the department</p> <p>Department mission statement clearly states aspects of the department's function</p> <p>Department mission statement aligns to some extent with University mission, goals and vision/values</p>	<p>Department mission statement includes clear purpose, primary functions, department activities, and identifies stakeholders</p> <p>Department mission statement clearly differentiates from missions of other University units or divisions</p> <p>Department mission statement clearly aligns with the University mission, goals and vision/values</p>
<p>Comments/Recommendations:</p>				
Facilities	Developing	Emerging	Proficient	Distinguished
	<p>Department facilities are not suited to the department mission</p> <p>Departmental signage is needed but does not exist</p>	<p>Department facilities are somewhat appropriate and suited to the department mission</p> <p>Departmental signage is needed but is insufficient and/or does not conform with University branding policies</p> <p>Department requires more space or modifications to existing space in order to meet minimum needs</p>	<p>Department facilities are appropriate and suited to the department mission</p> <p>Department signage is sufficient and conforms with University branding policies</p> <p>Department has minimum storage and conference space</p>	<p>Department facilities are appropriate and well-suited to its mission with adequate space for growth</p> <p>Department is clearly marked with University branded signage and is easily identified/located by stakeholders</p> <p>Department has appropriate storage and conference space</p>
<p>Comments/Recommendations:</p>				

Strategic Plan for Staffing	Developing	Emerging	Proficient	Distinguished
	<p>Department lacks sufficient staffing positions, and current employees routinely work overtime or face ongoing backlog</p> <p>Department staffing positions remain unfilled for long periods of time</p> <p>Department does not have a strategic plan for staffing</p>	<p>Department staffing is adequate for non-peak times and aligns with department mission</p> <p>Staff salaries are adequate and align with position responsibility</p> <p>Strategic plan for staffing is outdated and/or insufficient</p> <p>Department job descriptions are not routinely reviewed and updated</p>	<p>Department staffing is adequate to address department needs at all times and aligns with department mission</p> <p>Staff salaries are competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 1 to 2 years</p>	<p>Department staffing meets department needs for the foreseeable future and aligns with the department mission</p> <p>Staff salaries are highly competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 3 years or beyond</p>

Comments/Recomendations:

Stakeholder Feedback	Developing	Emerging	Proficient	Distinguished
	<p>There is no system in place to collect and document feedback from stakeholders</p> <p>Department implements programs and/or initiatives without stakeholder feedback</p>	<p>Feedback from the stakeholders is collected and documented occasionally</p> <p>Department occasionally uses stakeholder feedback to implement programs and/or initiatives</p>	<p>Feedback from stakeholders is collected and documented on a regular and timely basis</p> <p>Department regularly uses stakeholder feedback to implement programs and/or initiatives</p> <p>Survey tools provide clear and understandable feedback</p>	<p>A system is in place to collect and document feedback from stakeholders in a timely manner</p> <p>Feedback is measurable, reliable and longitudinal data is maintained</p> <p>Department evaluates and responds to stakeholder feedback in a timely manner</p> <p>Department routinely uses feedback to develop and implement programs and/or initiatives</p>

Comments/Recomendations:

Policies	Developing	Emerging	Proficient	Distinguished
	There are no formal written department policies or procedures in place	Department policies and procedures are outdated  Department policies and procedures are not reviewed after initial implementation  Department policies and procedures are not accessible to internal and/or external stakeholders	The majority of department policies and procedures are current, yet some remain outdated  Department policies and procedures are occasionally reviewed after initial implementation  Department policies and procedures are available to internal and/or external stakeholders on a limited basis	All department policies and procedures are current  Department policies and procedures are routinely reviewed after initial implementation  Department policies and procedures are easily accessible to internal and/or external stakeholders
Comments/Recomendations:				
Communication/Outreach	Developing	Emerging	Proficient	Distinguished
	Department has no Internet-based communication plan	Department has Internet-based communication plan that utilizes a single communication channel (i.e. E-mail only, Facebook only, Twitter only, etc.)  Department has unplanned and infrequent updates via Internet-based communication channel  Content of the Internet-based communication is broad and/or unfocused on current issues or needs and/or does not serve many stakeholders	Department has Internet-based communication plan that utilizes two communication channels (i.e. E-mail and Facebook, or Instagram and website, or Twitter and LinkedIn etc.)  Department updates via Internet-based communication channels are unplanned, yet frequent  Content of the Internet-based communication relates to the department mission and includes content that serves numerous, specific stakeholders	Department has Internet-based communication plan that utilizes more than two channels to communicate with stakeholders  Department updates via Internet-based communication channels are planned and frequent  Content of the Internet-based communication are timely and focused on current issues or needs, and benefit the majority of stakeholders, overall
Comments/Recomendations:				

**Additional Feedback**

As a Peer Review Committee member, I participated in (check one or more)

Onsite Visit      Date:

Remote Visit      Date:

Please provide feedback from onsite and/or remote visit, below:

Please email completed rubric to: [jstein@shsu.edu](mailto:jstein@shsu.edu). Thank you.



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ADMINISTRATIVE PROGRAM REVIEW

## **INSTRUCTIONS FOR APR SELF-STUDY RUBRIC**

The APR Self-Study Rubric has been designed to save time in evaluating the completed APR Self-Study document and to provide effective feedback from Peer Review Committee members regarding onsite and/or remote visits.

Prior to completing the APR Self-Study Rubric, Peer Review Committee members are expected to thoroughly review the Administrative Department's completed APR Self-Study, any attachments and supporting documents, and visit the department in person or via a remote conference call.

The rubric covers the following categories included in the APR Self-Study: Mission Statement, Facilities, Strategic Plan for Staffing, Stakeholder Feedback, Policies, and Communication/Outreach. Each category is rated according to the reviewer's impression of current performance level: Developing, Emerging, Proficient, Distinguished. Statements distinguishing each performance level within each category are included to assist the reviewer.

For categories rated as Developing or Emerging, Peer Reviewers are asked to provide clarification and/or recommendation for improvement in the space provided. Reviewers are strongly encouraged to provide feedback in the comments section of each category.

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Comments/Recommendations:

Facilities	Developing	Emerging	Proficient	Distinguished
	<p>Department facilities are not suited to the department mission</p> <p>Departmental signage is needed but does not exist</p>	<p>Department facilities are somewhat appropriate and suited to the department mission</p> <p>Departmental signage is needed but is insufficient and/or does not conform with University branding policies</p> <p>Department requires more space or modifications to existing space in order to meet minimum needs</p>	<p>Department facilities are appropriate and suited to the department mission</p> <p>Department signage is sufficient and conforms with University branding policies</p> <p>Department has minimum storage and conference space</p>	<p>Department facilities are appropriate and well-suited to its mission with adequate space for growth</p> <p>Department is clearly marked with University branded signage and is easily identified/located by stakeholders</p> <p>Department has appropriate storage and conference space</p>

Comments/Recommendations:

Strategic Plan for Staffing	Developing	Emerging	Proficient	Distinguished
	<p>Department lacks sufficient staffing positions, and current employees routinely work overtime or face ongoing backlog</p> <p>Department staffing positions remain unfilled for long periods of time</p> <p>Department does not have a strategic plan for staffing</p>	<p>Department staffing is adequate for non-peak times and aligns with department mission</p> <p>Staff salaries are adequate and align with position responsibility</p> <p>Strategic plan for staffing is outdated and/or insufficient</p> <p>Department job descriptions are not routinely reviewed and updated</p>	<p>Department staffing is adequate to address department needs at all times and aligns with department mission</p> <p>Staff salaries are competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 1 to 2 years</p>	<p>Department staffing meets department needs for the foreseeable future and aligns with the department mission</p> <p>Staff salaries are highly competitive with similar positions in terms of responsibility</p> <p>Strategic plan for staffing is current and addresses future staffing and budget needs for the next 3 years or beyond</p>

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Stakeholder Feedback	Developing	Emerging	Proficient	Distinguished
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Comments/Recomendations:

Policies	Developing	Emerging	Proficient	Distinguished
	<p>There are no formal written department policies or procedures in place</p>	<p>Department policies and procedures are outdated</p> <p>Department policies and procedures are not reviewed after initial implementation</p> <p>Department policies and procedures are not accessible to internal and/or external stakeholders</p>	<p>The majority of department policies and procedures are current, yet some remain outdated</p> <p>Department policies and procedures are occasionally reviewed after initial implementation</p> <p>Department policies and procedures are available to internal and/or external stakeholders on a limited basis</p>	<p>All department policies and procedures are current</p> <p>Department policies and procedures are routinely reviewed after initial implementation</p> <p>Department policies and procedures are easily accessible to internal and/or external stakeholders</p>
Comments/Recomendations:				
Communication/Outreach	Developing	Emerging	Proficient	Distinguished
	<p>Department has no Internet-based communication plan</p>	<p>Department has Internet-based communication plan that utilizes a single communication channel (i.e. E-mail only, Facebook only, Twitter only, etc.)</p> <p>Department has unplanned and infrequent updates via Internet-based communication channel</p> <p>Content of the Internet-based communication is broad and/or unfocused on current issues or needs and/or does not serve many stakeholders</p>	<p>Department has Internet-based communication plan that utilizes two communication channels (i.e. E-mail and Facebook, or Instagram and website, or Twitter and LinkedIn etc.)</p> <p>Department updates via Internet-based communication channels are unplanned, yet frequent</p> <p>Content of the Internet-based communication relates to the department mission and includes content that serves numerous, specific stakeholders</p>	<p>Department has Internet-based communication plan that utilizes more than two channels to communicate with stakeholders</p> <p>Department updates via Internet-based communication channels are planned and frequent</p> <p>Content of the Internet-based communication are timely and focused on current issues or needs, and benefit the majority of stakeholders, overall</p>
Comments/Recomendations:				

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Onsite Visit      Date:

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