STUDENT & ACADEMIC SUPPORT PROGRAM REVIEW

[Business Office]

FISCAL YEAR 2017

What is a Program Review?

This program review is a comprehensive study of the quality and cost effectiveness of a particular student and/or academic support service program. The purpose of Sauk's program review process is to promote continuous improvement and to link those improvements to other internal processes, including curriculum development, assessment, budgeting, facility planning, and to the strategic plan through operational plans. Information provided in program reviews will be used in internal reports, reports to other agencies, and for institutional planning. The program review for each area is conducted once every five years as dictated by a schedule created by the Illinois Community College Board (ICCB).

Why is a Program Review necessary?

ICCB requires all academic & cross-disciplinary programs and all student and academic support services to conduct a program review at least once every five years. The program review process should:

- Examine the need for the program, its quality, and its cost of operation.
- Involve employees of the unit as well as individuals not employed within the unit.
- Examine current information and data on enrollment, persistence, retention, and other data.
- Produce results that are considered in operational planning and budget allocation decisions.

The College's annual required *Program Review Report* to the ICCB comes directly from the approved program reviews.

Also, as a part of accreditation, the Higher Learning Commission (HLC) requires institutions to have an established process to regularly review all programs. However, each institution is allowed the latitude to develop and administer a review process that is suited to the institution's unique circumstances and needs.

Timeline for the Program Review Process

April/May	Areas are informed that they are scheduled to conduct a program review in the fall of the next academic year
July-August	The Administrative Review Team meets to examine the data and develop focused questions for the program review.
July-Early September	Area supervisors/leaders are designated Chair of their program review team. A mandatory orientation will be scheduled and hosted by the VP of Research, Planning and Information Affairs.
Fall semester	Areas conduct their program reviews using this template. The Vice President is always available to answer questions during the review process. Occasionally, rough drafts of the PR document will be requested by the VP for review to stay apprised of progress.
December 20 or sooner	**Program reviews are due.** Area supervisors/leaders are responsible for having their Program Reviews submitted on-time or early.
Fall Semester-March	The College's Program Review Committee and the Administrative Review Team will evaluate area program reviews as they are submitted, request revisions and determine if the program review is complete and if the results are fully substantiated. Recommendations are placed in writing and forwarded to the president.
March	If applicable, Equipment Request forms, Personnel Change Request forms, Renovation Request forms and Major Project Request forms from ***approved*** program reviews should be completed. They will be forwarded by the VP to President's Cabinet for consideration.
April	Areas will submit next year's operational plans, including action items identified in the program review.

Instructions

- The program review leader will form a program review team comprised of 3-4 individuals recommended from the following groups:
    - Area/department staff
    - Other employees that are outside the department
    - Students
    - Community members and/or industry representatives who are not SVCC employees
- The program review team will complete this template during the review process. Other formats will not be accepted.
- All form areas/questions must be completed (unless specifically noted otherwise).
- Resources needed before the Program Review process begins:
    - Past Operational Plans for your area (last five years)
    - Last Program Review for your area
    - Access to the College catalog (online)
    - Access to Student Satisfaction Inventory (SSI) data from Noel-Levitz (online)
    - Personalized surveys for your department
- **The ICCB form (found at the end of this template) MUST be completed for each program being reviewed**.
- The Leader of the area's program review committee is responsible for submitting a completed program review. The Leader should submit the following by **December 20th** or earlier to the VP:
    - Type the names of the program review team on the Program Review Team Signatures page. Type in the dates of all applicable meetings. Each member must sign the signature page before it is submitted as a hard copy.
    - Submit an electronic version of the completed program review template. Do not create a printed copy of the document (besides the signature page).
- The approval process:
    - Submission of the completed PR template to the Program Review Committee and ART alone does not constitute approval.
    - The Program Review Committee may request additional analysis, clarification, or information before the committee determines if the program review is complete. The Program Review Committee and ART may approve the program review as is, may determine that the program review findings are not fully substantiated, or may not approve the program review.
        - Reviews must be approved by the committee *by April* in order for budgetary requests to be considered. Reports submitted after December 20th may not be approved by the Program Review committee and ART by the March deadline which may jeopardize area budgets, equipment, personnel, renovation or major project requests. Please take the deadlines seriously.

Data forms will be supplied to you as an appendix and attached as a separate file. Please access this file in order to answer the questions found within this template.

QUESTIONS: Contact the Vice President of Research, Planning, and Information Affairs, Steve Nunez (ext. 263), with any questions regarding your program review.

Major Functions and Alignment with the College Mission

College Mission: SVCC is dedicated to teaching and scholarship while engaging the community in lifelong learning, public service, and economic development.

Identify the major functions carried out by this unit and how they align to the SVCC mission (include as many as are appropriate):

1. Cashiering
2. Financial assistance compliance and reporting
3. Accounts receivables
4. Accounts payable
5. Payroll
6. Financial reporting & budgets

PART 1: FINANCES – COST EFFECTIVENESS

1. Using Table 1 (rows p-r) as a reference, has the program stayed within its allocated budget the last five years? Has the allocated budget been adequate for the needs of the program?

Overall the Business Office has stayed within budget over the past 5 years. In FY 2013 the Business Office was over budget by approximately $9500 due mostly to credit card fees that were higher than anticipated.

2. Using Table 1 (all rows) as a reference, *describe* the overall five-year income and expense trends for each program.

The Business Office does not have any revenue directly to their budget. Credit card fees have increased approximately $2400 over the past 5 years due mostly to more students using their credit cards, not that our rate of fees has increased. Maintenance services have increased approximately $5000 over the past 5 years due mostly to the increase fee for our 3rd party that administers our payment plans and online payments. Supplies have remained constant for the past 5 years and travel has decreased about $1000 from FY12 to FY16

3. *Describe* what your area did during the previous five years to improve the program's financial viability.

The Business Office has taken advantage of the Filebound System to store all of our larger payroll and accounts receivables reports rather than printing them on greenbar. In addition, other reports that were previously printed on greenbar have been reformatted to be printed on regular Xerox paper. All current term bills are emailed to student's email accounts rather than mailing paper copies. The college purchased self-service software for HR and Finance in December 2015. With the purchase of this software it was determined not to rehire after the Payroll Assistant resigned. Part of this software enables employees with direct deposit to get their checks stubs online rather than printing, which saves on time, paper and envelopes. This will also allow employees to consent to get their W-2 and 1095 tax forms electronically as well. In 2014 the Business Office completed an agreement with Quill which was able to save the College 12% on their office supply purchases. In 2014 the College began use of the Illinois Debt Recovery Program which enable us to send past due balances 7 years old or less to the state and they are able to collect funds from state payments. This significantly reduced the amount of bad debt expenses for FY14 and FY15.

4. Describe what your area will do over the next five years to improve the financial viability of the program.

Banner Self Service for HR is planned to be fully implemented by June 2017 which will reduce manual processes such as entering timesheets will allow staff to work on other things in the Business Office. Since our 3rd party fees for the payment plan have increased significantly since it was implemented in 2004 and the fee to the student has not changed from the original $15, we would like to propose to the board in February 2017 the fee be increased to $20. We would like to develop different payment plan options for current as well as past due bills so that all students are on automated payment plans which will hopefully reduce the amount of bad debt write offs and collections fees. Increased usage of the payment plans will also increase the revenue that is brought in to offset the expense of the software. In addition, with the assistance of the Admissions and Financial Aid office create a manual that discusses the processes that students entail from registration to completing payment. This will help to ensure that all students receive the same information from all departments to reduce confusion on the registration and payment process

→Add the financial viability plan to the Operational Planning matrix found near the end of this program review template.

PART 2: QUALITY

STAFFING

5. Using Table 2 as a reference, *describe* the five year staffing trends in your area. Is staffing appropriate for the area? Explain.

In November 2015 the Payroll Assistant resigned and it was determined rather than rehire her position the college would purchase employee self-service for HR and Finance. Payroll duties were assigned to Staff Accountant. Then in February 2016 Accounts Receivable Assistant resigned. After re-evaluation it was determined to rehire Payroll Assistant Position along with duty of Front line staff and the Administrative Assistant to the Dean position was eliminated. Due to two staff members being in new positions the area struggles a little with staffing being appropriate, especially during the beginning of the semester when Accounts Receivable Assistant is busy with A/R related items and having to enter new employee contracts. Once all of employee self-service has been implemented and staff are properly trained staffing should not be an issue in our area.

6. If staffing changes are needed for this area within the next five years (including next FY), please describe the needed changes, the rationale for the change, and the fiscal year needed OR indicate "none." Indicate any planned retirements and staffing needs to replace the position currently held by the retiree.

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FY needed	Name of Position	Describe why the area needs the new position or needs to update the present position. Give as much detail as necessary.	Estimated Salary and Benefits ($) (contact the Director of HR for estimate)
	Temp	Have temp come in to help enter new hires during busy times of the semester until Self Service is fully implemented (10 hours a week for 8 weeks at $12/hr	$1000

→If applicable, add the proposed staffing changes to the Operational Planning matrix for the appropriate FY.

PROFESSIONAL DEVELOPMENT

7. List all full-time employees and the professional development (that is relevant to your area) they have participated in the last five years (don't include in-service or workshop days, but other on-campus specialized activities could be included and certainly off-campus PD). If a full-time employee has not participated in professional development within the last five years, list the full-time employee and place "none" in the description area.

Full-time Employee Name	Description of Professional Development Activities (list all activities for each individual in one row)	Fiscal Year of Activity
Melissa Dye	ICCCFO semi-annual conferences, ICCCFO quarterly meetings, 1099 Training, ICCO Annual Conference	2012-2016
Rhonda Tompkins	1099 Training	2012
Danelle Barker	ICCCFO Spring Conference & ICCCFO quarterly meeting	2013, 2014
Shirley McKinzey	None-just started in April 2016	
Michelle Dewey	None-just started in April 2015	
Deanna Stees	ICCO Annual Conference	2013,14, 15 and 16
Sandi Krause	SURS seminars	2012 and 15
Nancy Breed	Risk Management Conference	12,13,14 and 15

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8. List any professional development that part-time employees have attended within the last five years or indicate "none". (Just list part-time employees that have participated in professional development).

Part-time Employee Name	Description of Professional Development Activity	Fiscal Year of Activity

9. If area employees (including part-time employees) need any required professional development within the next 5 years, list the specialized professional development needed, the year of anticipated need, and what employee will need to participate in the professional development.

Employee Name/Position	Description of Specialized/Required Professional Development Activity (include the word "required" in the description)	Fiscal Year Necessary

→Add the required professional development to the Operational Planning matrix for the appropriate FY.

10. For each full-time employee, describe additional professional development that he/she will plan to participate in the next 5 years (not already listed above)?

Employee Name/Position	Description of Anticipated Professional Development Activity.	Fiscal Year(s) of Activity
Rhonda Tompkins	1099 Updates	As needed if any changes are made
Shirley McKinzey	SURS Employer seminars, payroll tax seminars	2017-2021
Michelle Dewey	ICCO Conferences, possible Financial Aid meetings	2017-2021
Danelle Barker	Grant seminars	2017-2021
Melissa Dye	ICCCFO Conferences, Risk Mgmt conference	2017-2021

→Add the proposed professional development to the Operational Planning matrix for the appropriate FY.

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EQUIPMENT & SUPPLIES

11. Identify new and/or replacement equipment, software, and/or supplies needed by the program within the next five years (including items needed next FY). Include cost estimates, the anticipated fiscal year needed, and a rationale for the purchase ***OR*** indicate "None."

FY Needed	**Name of Item**	**Describe how the item will contribute to the area. What classes will be impacted (if applicable). Also, describe how the item may create a cost savings to the area (if applicable).**	**Quantity** (#)	**Unit Cost** ($)	**Total Cost of Equipment** ($)	**Additional Annual Cost** (if applicable) ($)
2017	Sauk Valley Bank virtual credit card terminal	To allow college to take payments online for such things as testing fees, Community Ed classes and events	1	500		500

→If equipment, software, and/or supplies are needed then add them to the Operational Planning matrix for the appropriate fiscal year.

FACILITIES

12. Identify facility improvements and/or additional facility space that will be needed within the next five years and list the anticipated fiscal year the renovations would be needed, ***OR*** indicate "None."

FY Needed	**Describe why it is necessary to conduct the renovations?**	**Describe the renovation and what area of the building (room #) it will affect.**	**Estimated Expense** ($) (contact the Director of B&G)
2017	Add walls to new remodeled space on 1st floor	Space was not originally built for Business Office, need to add walls for payroll office	1,000
		Furniture (if applicable):	
		Furniture (if applicable):	
		Furniture (if applicable):	

→If facility improvements are needed then add them to the Operational Planning matrix for the appropriate fiscal year.

SERVICES

Student Satisfaction Inventory (SSI) to help answer some of the following questions.

13. If applicable, examine the graduate follow-up surveys summaries. What was the average rating for your area during the last five years?

Fiscal Year	Average rating (0-4)
Business Office Services were not included in graduate survey	

14. In response to the graduate follow-up survey ratings, were any area modifications made to the area? What were the modifications?

N/A

15. Were different student surveys administered during the last five years (e.g., Noel-Levitz/SSI, but could also include additional surveys including "in-house" surveys) that provided quality feedback on the student or academic services provided by the area? If yes, describe the survey instrument(s) used and the useful information taken from the survey. What changes were made to the area in response to the survey?

2015 Noel-Levitz Student Satisfaction Inventory – Higher satisfaction vs. National Community Colleges for there being a convenient way of paying my school bill and billing policies are reasonable. Convenience of paying bills was ranked 6.44 for importance but satisfaction in this area was only ranked at 5.99 with a performance gap of .45. Whereas office hours were ranked at 6.21 for importance and was ranked at 6.02 with only a .19 performance gap. The Business Office is in the process of moving to the 1st floor to make it more convenient for students to pay. We are in the process of also expanding our options through the third party administrator of our payment plans. For past due balances there is the potential option of making it online where payments come out once a month until balances are paid in full rather than a student coming to the college to make their payments. The Business Office is not currently open during night time hours but may consider expanding hours during peak times such as registration and the 1st week of classes. Payments are able to be done online and locked drop boxes are located in the Business Office as well as Student Service Center to help with payments when the Business Office is closed. An Enrollment Specialist can also assist students with paying online.

"One Stop" focus group in October, 2014. Group suggested that Payments/Business Office be included in the One Stop area. Of the 11 that participated 2 never came to Business Office, 6 came once a semester or less and 3 visit between 2-7 times. Based on this Business Services were not included and the space was only available for one staff member to be included. This would present coverage issues. Once the 1st floor space became available across the hall it made sense for the Business Office to move downstairs.

16. Will student surveys (s) be used within the next five years to receive feedback on the student or academic services provided by your area? List all possible survey instruments. Describe the instrument(s) and the type of information it will provide and the year(s) it will be administered.

Continue to use information from the Noel-Levitz Students Satisfaction Inventory. Would like to administer a survey after students enroll in the payment plans or make payments online to find out ways to improve this service.

→If applicable, add the survey proposal to the Operational Planning matrix and the FY(s) it will be administered.

If a survey instrument has not been approved by SVCC's IRB, contact the VP for approval.

17. Describe any future efforts to improve efficiencies or services for the area and indicate the FY of implementation; ***OR*** indicate "None."

Proposed Change	Proposed Fiscal Year Implemented
Implement unused portions of Banner Self Service for HR and Finance	2017

→If applicable, add the plan to improve efficiencies to the Operational Planning matrix and the FY(s) it will be administered.

MARKETING

18. What marketing strategies has the area already conducted within the last five years to promote the student or academic support services offered by the area? Summarize the findings.

1.	Brochures were updated for payment plan instructions to assist students with paying and setting up payment plans online
2.	
3.	
4.	

19. What marketing strategies will the area conduct within the next five years to promote the student or academic support services offered by the area and what is the proposed year of implementation? What benefits are you predicting from the new marketing strategies? What data will be collected to monitor the potential impact? It is strongly encouraged to contact the Coordinator of Marketing for additional ideas.

Marketing Effort	Expected Benefits/Data collected	Fiscal Year of Implementation
Web art or web and social media posts & planned emails to students about important dues dates	Reduce the amount of people that are dropped for non-payment	2018
Monitors throughout the College have last day to pay dates	Reduce the number of students that are dropped for non-payment and have to re-register	2017
Alerts for online students	Once student register online, have alerts pop up stating when payment arrangements must be made	2018

Additional Information

20. Use the space below to indicate any plans not carried out from the last program review and explain why they were not carried out OR put "none".

none

21. Describe any possible changes (not already addressed) that may be imposed on your area or the College that will negatively (or positively) affect the efficiency of your area and the year of expected implementation. Examples may include changes in state or federal regulations, ICCB requirements, or accreditation expectations OR indicate "none."

Describe the "imposed change"	**Fiscal Year change will take affect**
1098-T update. IRS proposed regulations will change the reporting from billed charges to paid charges which will require additional formatting. In addition, more 1098-T's will have to be sent out as not only credit classes will be considered. This will increase the amount of time to produce these forms as well as increase the number of forms we send out	2018
The Dual Credit program will move to a three tier system in fall 2017. This will require the Business Office to determine if student qualify for free or reduced lunch	2018

22. Referring to the question above, what strategies will the area implement to address any concerns? If no concerns, indicate "none."

Describe the proposed strategies to deal with the issues above	**Fiscal Year of implementation**
Work closely with Ellucian to make sure that the software can do most of the work. Look closer at allowing students to opt into getting their 1098-T electronically so that we do not have to increase the number of forms we purchase	2018
A form will need to be developed for dual credit families to fill out with income information that will be used to determine where they fall on the Department of Agriculture's table. We will have to use the previous year's information as that is not available until October and students will have to have payment arrangements set up prior to then. Some information will be able to be obtained from the student's high school but private and home schooled students will have to provide this information to us directly.	February 2017

→If a plan needs to be implemented to deal with the imposed changes, add it to the Operational Planning matrix during the appropriate FY.

23. Use the space below to tell the PR committee about any program issue or concern not already addressed within this program review or indicate "none". Indicate any possible solution to the program issue/concern.

The drop for non-payment process is becoming very cumbersome. To reduce the amount of students that are dropped and reinstated we implemented a $10 non-refundable registration and reinstate fee with the hopes of reducing the amount of students that play the game of dropping and re-enrolling. This does not seem to be making a difference, but is bringing in revenue of about $44,000. To reduce the amount of students that are dropped and reduce confusion on when students need to drop themselves a suggestion is that all students who do not have award letters sign up for the payment plan to complete the registration process. Many students fill out the FASFA and receive a tuition hold so that they are not dropped for non-payment. If they do not

provide additional documents that are needed or financial aid falls through they incur a significant amount of debt. These students then sometime choose to not attend class because their financial aid did not come through and do not drop. Non-attendance does not constitution non-payment. Student struggle with this but we have to stand firm as this is not fair to the students that follow the process of dropping in the 2nd week of classes and only receiving 80%. Another suggestion is to get rid of the registration fee and only have a reinstate fee that is more than $10. Based off the revenue that is earned from the registration fee, the College would have to increase the reinstate fee to $100 to account for the lost revenue if there were no registration fee.

→If a plan needs to be implemented to deal with the program issues, add it to the Operational Planning matrix during the appropriate FY.

24. Use the space below to tell the PR committee about any program accomplishments that were not already addressed within this program review or indicate "none."

The purchase order and request for travel process have become electronic through Filebound to reduce the amount of paper that goes through the College as well as increase the efficiency of getting a purchase order or travel approved.

Administrative Review Team Questions

Question 1.
Response to question 1 (please refer to any data sets or evidence to support your case):

Question 2.
Response to question 2 (please refer to any data sets or evidence to support your case):

Question 3.
Response to question 3 (please refer to any data sets or evidence to support your case):

Question 4.
Response to question 4 (please refer to any data sets or evidence to support your case):

Question 5.
Response to question 5 (please refer to any data sets or evidence to support your case):

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Program Review. Items from the program review will be entered here. After this program review is complete and approved by the PR Committee, transfer (paste and copy) the items below to your FY 2015 Operational Plan.

* Origination Code: For the program review OP matrix, the origination code refers to the question number (e.g., Q 4) found on the program review. After transferring to the operational plan, use the origination code PR.

Origi-nation Code*	Date Activity was Added to this OP (MM/DD/YYYY)	Name(s) of Individual(s) Responsible	Description/Purpose/ Justification of Proposed Activity	Goal/Desired Result from Activity (measurable and under department's control)	Target Completion Date for This Activity (MM/DD/YYYY)	Actual Results from this Activity	Actual Completion Date for this Activity (MM/DD/YYYY)
Q6		Melissa Dye	Hire Temp staff	Temp staff to help with entering new employees during peak times in the semester	1/31/2017		
Q10		Rhonda Tompkins	Attend 1099 seminar	Keep up to date on any changes to 1099 requirements	12/31/2018		
Q10		Shirley McKinzey	Attend any SURS or payroll tax seminars	Keep up to date on any changes related to payroll	12/31/2018		
Q10		Michelle Dewey	Attend annual ICCO Conference & Possible Financial Aid meetings	Learn what other AR staff are doing and stay updated on any requirements	10/1/2016		
Q10		Danelle Barker	Attend Grant Seminars	Stay up to date on any financial or reporting requirements for State and Federal Grants	12/31/2018		
Q10		Melissa Dye	Attend ICCCFO Conferences & meetings	To be able to interact with colleagues as well as stay updated on any rule requirements	4/1/2017		
Q11		Melissa Dye	Sign Sauk Valley Bank virtual terminal agreement	Increase ability to accept payments online for testing fees, community ed classes and events	3/1/2017		

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Q12		Buildings & Grounds	Add walls to 1st floor remodeled space	Remodel new space to work with Business Office requirements	12/31/2016		
Q17		Business Office & IS Staff	Implement balance of Banner Self Service HR	Automate more of the payroll processes to reduce amount of manual double entry	6/1/2017		
Q17		Business office & IS Staff	Implement Banner Self Service Finance	Automate purchase order process as well as annual budget process	12/31/2017		
Q22		Business Office & IS Staff	Implement changes to 1098-T process	Update processes based off of proposed legislation	12/31/2017		
Q23		Admissions, Financial Aid and Business Office Staff	Implement payment plan requirement for any student that does not have awarded financial aid	Reduce confusion during drop process so that all students have to enroll in plan if they do not have awarded financial aid	7/31/2017		
Q23		Admissions, Business office and IS Staff	Increase re-instate fee	Increase re-instate fee to hopefully reduced the amount or students that get dropped for non-payment and end up re-enrolling	2/28/2017		
Q23		Business Office Staff	Implement past due payment plan through Touchnet	Begin to use Touchnet for past due plans to reduce amount of missed payments	4/1/2017		
Q16		Business Office & IS Staff	Issue survey to students after they pay online or set up the payment plan	Receive student feedback on the ease of use of the system or ways to improve	8/1/2017		

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Q22		Business Office, VP of Academics & Student Services	Form for high school students to fill out as part of the dual credit enrollment process	Form to be used to determine if students qualify for free or reduced lunch, thus getting reduced tuition rate	2/1/2017		
Comments:							

***Use the question number (e.g., Q 4) for the origination code on the Program Review template. After the information is transferred to the actual OP, please use "PR" as the origination code.**

STUDENT & ACADEMIC SUPPORT SERVICES
PROGRAM REVIEW SUMMARY REPORT
Required ICCB Report

Sauk Valley Community College (506) **Academic Year 2016-2017**

Student & Academic Services Area	Business Services

Major Findings and Improvements/Modifications to the Area
Provide a brief description of the function of the program, its strengths and challenges, and any quality improvements or modifications made since the last program review.

The Business Office has made strides with trying become less manual and use our electronic systems. We have reduced the amount of paper by no longer printing greenbar reports and emailing students current term bills. The purchase of Banner Self Service for HR and Finance has reduced the staff by 1 and allowed for less paper to be passed through the office by making it online. In addition, it will reduce the amount of re-entry by allowing information to be directly entered into Banner rather than on a paper form which is then re-entered into the Banner system. The Business Office will always have to stay on top of any changes with Federal regulations which can possibly impose more work on staff when it comes to proposed changes on the students 1098-T tax form. The Business Office continues to try to work more efficiently but does have the challenge of new staff that will need to be trained in current process. As they become more familiar with their positions it will allow our office to become better cross trained but will have to maintain our internal control compliance.

Program Review Team Signatures		
By signing this page, the members of the review team concur with the findings of this program review.		
NAMES (Indicate chair/co-chairs)	SIGNATURES	DATE
Michelle Dewey		
Pam Medema		
Jennifer Schultz		

Program Review Team Meeting Date(s) These are the meeting dates for area's program review team.	
Program review was emailed to Business Office Staff for comment	11/21/2016
Program review was emailed to program review team 11/28 and met to discuss any changes	12/15/2016

FY2016: Student & Academic Support Services: Business Office

Program Review Committee & Administrative Review Teams Recommendations	
This Program Review is considered complete.	
The following are the recommendations from the Program Review Committee and the Administrative Review Team:	
Signature of the Program Review Committee Chair	

President's Recommendation	
The Program Review has been reviewed.	
The following are the recommendations from the President:	
President's Signature/Date	