



NON-ACADEMIC PROGRAM REVIEW HANDBOOK

2025 - 2029

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Background and Overview

Non-academic program review (NAPR) serves an essential function in the institutional planning and assessment cycle and is highly encouraged [by NWCCU](#). The primary goals of program review are to:

- Provide a framework for assessment of a department's **effectiveness**;
- Support continuous **improvement**;
- Facilitate long-term **planning**; and
- Inform **resource allocation**.

Every three to four years, each member of the Dean's Cabinet will serve as primary author on the report. In collaboration with directors or others with significant responsibility for an area, they will complete a SWOT analysis and thorough self-evaluation of all areas that fall under their scope of responsibility as defined in the [Helena College Organizational Chart](#). This self-evaluation includes sections covering each sub-area individually, as well as sections that pull the sub-area reports into a big-picture evaluation of the department as a whole.

Following a review by and meeting with the Non-Academic Program Review Committee (NAPRC), the primary author will collaborate with their area leader(s) to develop long-term goals and action plans for completion. The NAPRC will then create a final summary for review by the Dean's Cabinet. This summary will include key findings, including strengths and opportunities for improvement within the context of the institution as a whole.

Rotation

YEAR 1 2025-2026	YEAR 2 2026-27	YEAR 3 2027-28	YEAR 4 2028-2029
Enrollment Services	General Education & Transfer, Academic Support	Operations	Evaluate program review process
Financial Aid & Compliance	CTE & Dual Enrollment, Community Education	Fiscal Services/Business Office	
Marketing, Communications, & Alumni Relations	Institutional Research	IT Services	

Non-Academic Program Review Committee (NAPRC)

The NAPRC oversees the NAPR process, reviews the draft self-assessment and meets with the primary authors to discuss highlights and provide constructive recommendations for growth and continuous improvement of the program. The committee also reviews the final non-academic program review, including goals and action plans, to compile a report for review by Dean's Cabinet as part of the institution-wide assessment process.

Membership:

- Director of Institutional Research & Effectiveness, Co-Chair
- Executive Director of Career Technical Education & Dual Enrollment, Co-Chair
- One faculty or academic director (1- to 3-year term)
- One director not completing a review, ideally one who completed a review the year prior (1-year term)
- One classified staff (1 to 3-year term)

Overall Timeline

DATE	EVENT	ADDITIONAL INFORMATION
6/20/2025	Cabinet members notified of selection for program review in upcoming academic year.	
7/1/2025	Introductory Meeting	Explain process, preview SWOT, determine sub-areas and authors
7/22/2025	SWOT Workshop #1	Includes full staff of all departments completing program review (to extent possible), <i>executive directors do not attend</i>
Late July	Possible SWOT Workshop #2	Each department meets with executive director to compile SWOT for their full area
8/7/2025	Report Overview Meeting	Primary authors and sub-area authors Identify plan for support/staying on track with report-writing
August – December	Completion of Self-Assessment	Optional office hours or workshops with Jessie and Stephanie
12/19/2025	Self-Assessment due to NAPRC	
January	NAPRC Meetings with Primary Authors	Discuss key findings, share positive feedback and recommendations for continuous improvement
February	Completion of Goals & Action Plan	Primary authors work in collaboration with sub-area authors
2/20/2026	Full Program Review (Self-Assessment + Goals & Action Plan) due to NAPRC	
3/13/2026	NAPRC Submits Report to Dean's Cabinet	Report contains key findings from each program review, positive feedback, and evaluation of goals and action plan.
3/30/2026	Cabinet discussion of NAPRC Report	Will inform Cabinet Institutional Assessment & Planning Day in April

Recommended Timelines for Report Writing

	Larger Departments with Sub-Area Reports			Smaller Departments	
9/1/2025	Intro - Mission & Alignment	Intro - Area Overview		Mission & Alignment	Area Overview
9/8/2025					
9/15/2025	Overview	Previous Program Review Recs	Staff Engagement & PD	Previous Program Rev. Recs	
9/22/2025					
9/29/2025	Resources & Needs			Staff Eng. & PD	
10/6/2025					
10/13/2025	Collaborations, Partnerships, & Community Engagement			Resources & Needs	
10/20/2025					
10/27/2025	Assessment of Effectiveness			Collaborations, Partnerships & Community Engagement	
11/3/2025					
11/10/2025	Future Goals			Assessment of Effectiveness	
11/17/2025					
11/24/2025					
12/1/2025	Overall Report - Resources & Needs; Collaborations, Partnerships, & Community Engagement; Assessment of Effectiveness, Preliminary Goals			Preliminary Goals	
12/8/2025					
12/15/2025					

Self-Evaluation Report

The self-evaluation report contains one to three main sections, based on the size and complexity of the department.

- Smaller or more straightforward departments will complete one comprehensive report that covers all of their work – each section will only be completed once.
- Larger or more complex departments – especially those that have had new areas added to their purview over time – will have a Introduction & Context for the overall department, two or more Sub-Area Reports for each distinct service/operational area, and an Overall Area Report that ties everything together.

The goal is to make sure each significant function of the college is thoughtfully represented, while keeping the process as efficient as possible for every department.

The prompts in this document are abbreviated versions of the full prompts, which can be found in the report templates. Please respond to each of the bulleted prompts thoughtfully and thoroughly, providing as much detail as needed to fully answer the question. Include specific examples, data, or evidence where relevant. This report will be reviewed collaboratively with the Non-Academic Program Review Committee and should serve as both a record of past work and a roadmap for future improvement.

Links to external resources are meant to provide additional guidelines or information to complete the report. Because assessment of effectiveness and continuous improvement are especially valued by our institutional accreditor, the Northwest Commission on Colleges and Universities, links to NWCCU Standards have been included, where relevant, both to further explain the prompts, and to aid the Accreditation Liaison Officer in completing reports.

Prior to completing this self-evaluation, each department will participate in a SWOT analysis workshop with as many employees present as possible. Refer to the findings from this activity while completing the report.

Introduction & Context

Mission & Alignment

- Provide your area's mission statement
- How does your area's mission align with the [college's strategic plan](#)?

Area Overview

Provide an overview of your entire area, including key functions, role in student learning and success, changes since the last program review, and other relevant context. Refer to:

- [HC Organizational Structure Chart](#).
- [NWCCU Standard 2.G.1](#)

Sub-Area Reports

Overview

- Provide your sub-area's mission statement.

- Provide an overview of your entire area, including key functions, role in student learning and success, changes since the last program review, and other relevant context. Refer to:
 - [HC Organizational Structure Chart](#).
 - [NWCCU Standard 2.G.1](#)

Previous Program Review Recommendations

- Provide a status update and reflect on the outcomes of each of the recommendations from your last program review.

Staff Engagement & Professional Development

- List key details about each employee in your area. ([NWCCU Standard 2.F.3](#))

Resources & Needs

- How are your area's current resources (Staffing, training, budget, facilities, technology, etc.) supporting or limiting its operations and effectiveness? Please discuss each:
- What gaps exist, and how are you managing or mitigating those gaps?
- What additional resources would significantly enhance your department's ability to meet its goals?

Collaborations, Partnerships, and Community Engagement

Internal

- Which departments does your area work most closely with at Helena College? Do you collaborate or work with students in any capacity?
- Are there any areas that you would like to see new, increased, or improved collaboration with?

External

- Describe one to three external collaborations, partnerships, or other community engagements that your area has participated in during the last four years.
- What community engagement are you pursuing or would like to pursue?

Assessment of Effectiveness

Standards & Best Practices

- Describe any standards or best practices that guide work in your area.
- Identify any relevant [NWCCU standards](#) supported by your area and explain how you contribute to fulfilling them.

Assessment & Evaluation

- How do you assess your area's effectiveness? In other words, how do you know that you are doing a good job and what improvements you need to make?

Equity

- How do you ensure all stakeholders, especially students, have equal opportunity to access or benefit from your services ([NWCCU Standards 1.D.2, 1.D.3, 1.D.4](#))?

Continuous Improvement

- Describe one or two initiatives your department has implemented in the last four years to improve services or operations.

Future Goals

- Identify one to three goals for continuous improvement in your area over the next four years.
 - How can your supervisor or larger area support you in accomplishing these goals?
-

Overall Area Report

This section of the report should pull everything together into an evaluation of the department as a whole. Rather than repeating each of the sub-area's details, focus on the trends, overlaps, and gaps that emerge when reviewing the sub-area reports together. The overall report should:

1. Summarize key takeaways from the sub-area reports without repeating them in full;
2. Identify themes and patterns across sub-areas (e.g., shared strengths, common challenges or resource needs);
3. Synthesize resources and needs, noting where efficiencies, overlaps, or shared gaps exist across sub-areas;
4. Add context by noting internal or external trends, opportunities, and risks that affect the department as a whole;
5. Draw on sub-area insights to identify department-wide priorities and build a framework for the department goals and action plans.

Overall Resources & Needs

- Thinking about your department overall, how are your current resources supporting or limiting its effectiveness?
- What resource gaps exist, and how are you managing or mitigating those gaps?
- What additional resources would significantly enhance your department's ability to meet its goals?

Overall Collaborations, Partnerships, & Community Engagement ([Strategic Goal IM-1](#))

- Based on the discussion of community engagement in each of the sub-areas:
 - Provide a department-wide evaluation of your service and collaboration with college stakeholders, including employees and students.
 - Identify the primary ways your department engages with the broader community. Explain the value to the college and to the organization or community.

Overall Assessment of Effectiveness

- How do you ensure the effectiveness of your department as a whole?
- Based on the assessment of effectiveness for each area, what ideas do you have to support continuous improvement in each?

Non-Academic Program Review Committee Initial Report – In Development

The Non-Academic Program Review Committee will review the Self-Evaluation Report and identify the key findings, as well as provide commendations and recommendations. These will be discussed with the primary report authors in a meeting, which will result in draft recommendations. The recommendations will be fully developed into goals and action plans by the primary report author in coordination with their department.

NAPRC Evaluation Rubric

TBD

NAPRC Evaluation Report

Key Findings

- Summarize the main takeaways from the self-evaluation
- Provide an objective assessment of the quality of the report, evaluated according to the rubric

Commendations

- Identify between two and five notable success or areas of strength presented in the self-evaluation.

Recommendations

- Identify between one and five areas for improvement resulting from your review of the self-evaluation. Provide any relevant context, rationale, or suggestions for acting on these recommendations.

Department Goals & Action Plan – In Development

Based on sub-area reports and NAPRC recommendations, identify at least one goal for the overall department to focus on in the next four years.

Goal

Goal Statement

- State your goal in one sentence.

Rationale

- Elaborate on the supporting rationale for this recommendation. Refer to previous sections of the program review or to best practices, where applicable.

Alignment to Strategic Plan

- Identify at least one strategic goal that will be supported by your department's goals and explain the connection.

Target(s) or Indicator(s) of Success

- Describe the expected results or successful outcomes of this goal. These should be measurable in some way.

Action Plan

Describe how you hope to accomplish this goal. You may use the table below or develop your own format, as long as the following is included:

- Identify the positions, departments, and/or external entities that will be involved in accomplishing this goal.
- Explain what steps will need to be taken, and who is responsible.
- Draft a timeline for completing the goal.
- List needed resources, which may include time, personnel, finances, equipment, space, etc.

Step/Action	Responsible Party	Timeline	Needed Resources