



# BOSTON COLLEGE ADMINISTRATIVE PROGRAM REVIEW

## OVERVIEW

Administrative Program Review (APR) was launched in 2006 as part of BC's Strategic Plan and the University's commitment to continuous improvement and Ever to Excel.

APR is a set of activities designed to help managers and employees examine their department's current operations, make adjustments, and establish plans for continuous improvement.

These activities include an internal self-assessment conducted by members of the department, a campus visit by peer experts from other leading universities, the implementation of an action plan for changes based on recommendations from the APR reviews, and ongoing monitoring and follow-up.

## MISSION

- To foster among the University's administrative departments a culture that values self-examination, quality improvement, strategic thinking, mission-aligned planning, and the continuous pursuit of excellence.
- We accomplish this mission by designing and implementing a developmental process of ongoing program reviews that involve systematic assessment, planning, action, and improvement across the administrative departments at Boston College.

## STAGES OF DEVELOPMENT

10/1/2006 – 12/1/2007  
Planning & Design



6/14/2007 – 02/06/2009  
Pilot Stage



5/1/2008 – 4/13/2009  
Steady-State Stage



## BENEFITS

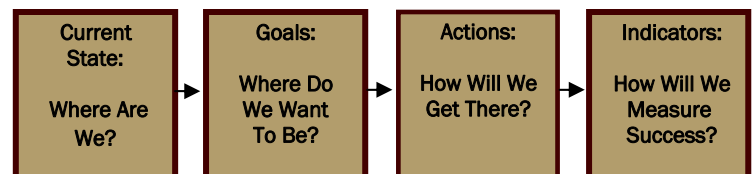
- Established, clear priorities that link to university priorities
- Improved short-range and long-range planning to reach those priorities
- Participation and input from members regarding improvement
- Integration of assessment methods into its operations for continual feedback
- Improved levels of customer and employee satisfaction
- Enhanced communication within the department
- Support for managers and employees to develop and improve skills
- Opportunities for increasing and supporting diversity

## GOALS

- Examine the department's mission and how it aligns with the University's Mission and Strategic Plan
- Review current priorities, direction, services, and organizational efficiency
- Identify customer needs and collect customer feedback
- Validate strengths and identify opportunities for improvement
- Gain insight from knowledgeable experts at peer institutions
- Benchmark practices, services, and quality with those of other leading national universities
- Develop action plans and performance measures to achieve high-quality performance results

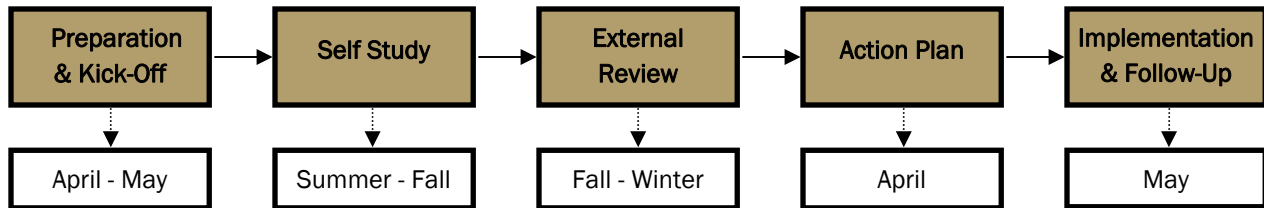
## STRATEGIC MANAGEMENT FRAMEWORK

The APR process is designed to help departments align themselves with the mission and goals of the University and their divisional areas as they assess their current state and plan for the future.



## APR STEPS AND PROJECTED TIMELINE

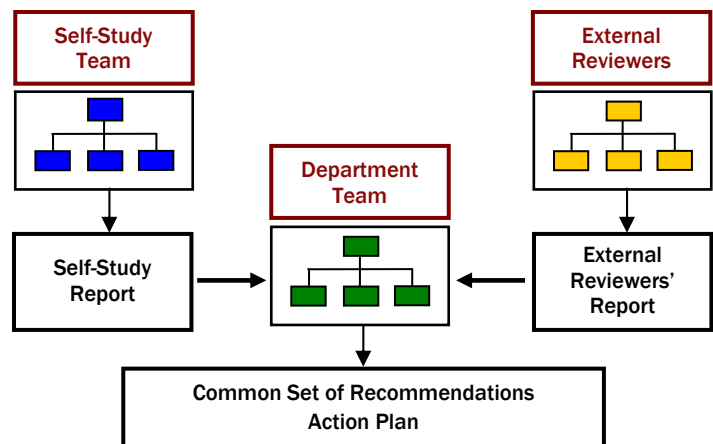
Department teams manage a five-step APR process to complete their review activities. While an overall timeline and general milestones are suggested, departments have the flexibility to establish an individual timeline that integrates their APR activities with the nature and schedule of the department's work.



### SELF-STUDY COMPONENTS

- Mission and Goals
- Activities and Products / Services
- Customers and Cross-Unit Relationships
- External and Internal Environments
- Resources
- Organizational Practices
- Strategic Position and Direction (SWOT)
- Recommendations and Goal Setting

### APR TEAMS AND DELIVERABLES



### OUTCOMES

The following are samples of anticipated results and outcomes from departments that have begun the APR process in their areas:

- Improved Operations and Processing
- Expanded use of Technology
- Enhanced Service Offerings
- Re-examined Activities
- Expanded Communication and Outreach Efforts

### APR OFFICE SUPPORT

APR Staff are available throughout the review process to offer the following services.

- |                    |                         |
|--------------------|-------------------------|
| ■ Orientation      | ■ Feedback              |
| ■ Coaching         | ■ Editing Support       |
| ■ Project Planning | ■ Facilitation Services |

### INSTITUTIONAL RESEARCH SERVICES

- |                       |                                |
|-----------------------|--------------------------------|
| ■ Data Profiles       | ■ Focus Groups                 |
| ■ Benchmarking Advice | ■ Structured Interviews        |
| ■ Customer Surveys    | ■ Data Analysis & Presentation |

### CONTACT APR

Office  
617-552-3111 • St Clement's Hall 310A

Michael Pimental, Director  
617-552-4958 • [michael.pimental.1@bc.edu](mailto:michael.pimental.1@bc.edu)

Christine Buscemi, Program Administrator  
617-552-2881 • [christine.buscemi.1@bc.edu](mailto:christine.buscemi.1@bc.edu)