

APPENDIX D – Program Review Roles and Responsibilities

The program review Self Study is expected to be completed in two academic years, preceded by a review of available data and approval of a program review schedule and budget. The first year is an internal analysis of the Academic Unit's strengths and weaknesses, including an assessment of learning outcomes, student demographics, faculty scholarly and professional activity, and program curricula. The second year is an external analysis involving benchmarking against comparator schools, best practices and guild standards, innovative programming, alumni satisfaction, focus groups, and the External Review Team visit. Department faculty, staff, students and alumni are encouraged to be engaged in the program review with specific attention focused on continual improvement.

The second year of the program review includes a formal Self Study report to the Program Review Committee, External Review Team interviews, and Program Review Committee formal recommendation to the Provost. At the beginning of the second academic year, the Academic Unit submits a first draft of the program review Self Study to the Program Review Committee. The Program Review Committee meets with the Academic Unit to provide written recommendations and verbal feedback, including a recommendation to the Provost whether or not the department is prepared to move on to invite the External Review Team to the campus.

The College Dean decides on the composition of the External Review Team, including the approval of any off-campus team members, based on the recommendation of the Academic Unit and the Program Review Committee. The Academic Units must present no fewer than three recommendations for potential external reviewers. In most cases the external review committee is comprised of not less than three members. At least one team member is a recognized expert in the academic discipline and from off-campus. Other members may be from the campus but not a member of the Academic Unit conducting the program review.

Program Review Processes and Responsibilities

Action Item	Responsibility	Action
1. Oversees and manages the Program Review process	Program Review Committee	Provost (or designee) Chairs the Program Review Committee
2. Program Review Two-year Schedule	Academic Unit proposes, Program Reviews Committee recommends	College Dean approves
3. Program Review Budget	Academic Unit proposes	College Dean approves
4. Program Review Data Packet and data requests	Office of Institutional Research	Academic Unit receives and incorporates in Self Study
5. Self Study report with quality improvement action plan	Academic Unit writes	Program Review Committee receives, evaluates & makes recommendations
6. External Review Team members	Academic Unit recommends list	College Dean approves based on recommendation from the Program review Committee
7. External Review Team logistical support and arrangements	Office of Institutional Effectiveness provides support & coordinates	Academic Unit approves
8. External Review Team report	External Review Team	Provost receives prior to the Team's departure from the campus
9. Program Review Committee Report and Recommendations	Program Review Committee writes	Provost receives and makes recommendations to Cabinet
10. Prioritize Program Review improvement recommendations for administrative review	Academic Unit, College Dean, Program Review Committee work with the Provost to prioritize	Appropriate area Vice President(s) approves
11. New resource request	Academic Unit requests, Program Review Committee, College Dean, make recommendations to Provost	President's Administrative Cabinet reviews and approves with or without conditions or disapproves the request
12. Memorandum of Understanding	Provost and College Dean work with Academic Unit to draft	Academic Unit leadership, College Dean, and Provost sign
13. Exceptions requests	Academic Unit requests	Provost approves
14. Report to the Academic Council and the Cabinet	Academic Unit prepares the 5-10 minute summary	Chair or Dean of the Academic Unit makes the summary presentation of Program Review Findings

Office of the Provost

The Provost oversees the program review, ensuring the integrity, quality and efficiency of the process. The Provost meets with the Academic Unit leadership, approves the program review budget and personnel support, meets the External Review Team and receives its report at the end of their visit, and receives the Program Review Committee's report with the Self Study. If the program review Quality Improvement Action Plan calls for new faculty or additional resources, the Provost reviews the proposal and determines the merits of the request and whether the proposal warrants review by the President's Administrative Cabinet.

The Provost is the sole individual who may approve exceptions to the University's Program Review Cycle and Program Review Guidelines. All exceptions requests are submitted to the Program Review Committee via the College Dean and are forwarded to the Provost with the Committee's recommendations.

Provost oversight responsibilities include:

- Overseeing the integrity, quality and efficiency of the Program Review process
- Serving as chair the Program Review Committee
- Approving Program Review resource requests
- Receiving the External Review Team's report at the end of the team's visit
- Reviewing, representing, and recommending to the President's Administrative Cabinet any increase to resources as a result of an Academic Unit's program review action plan
- Reviewing and approve any exceptions requests to the Program Review Guidelines (e.g. extended time line, increase in program review budget, additional External Review Team members, etc.)
- Responsible for drafting the Memorandum of Understanding (MOU) with the assistance of the College Dean and the chair or dean of the Academic Unit

Academic Program Review Committee

The Academic Program Review Committee has responsibility for supporting, guiding and assessing the program review process. A member of the Committee is assigned as the liaison for an Academic Unit, makes recommendations to the full Committee regarding the quality of the Academic Unit's review process, and will identify any concerns that may require the Committee's direct involvement.

The Program Review Committee is elected by the faculty or appointed by the Provost and works with the academic program faculty and administrative leadership to ensure alignment with institutional learning outcomes, mission, core values, and planning processes. Throughout the program review process the Program Review Committee assists the Academic Unit. The Committee makes recommendations to the Provost regarding the quality of the program review process, leadership,

External Review Team members, and writes a final report of Findings and Recommendations to the Provost and Academic Unit.

Academic Program Review Committee Membership and Accountability

- Program Review Committee reports to Faculty, fall semester
- Five-member committee (two Faculty, three ex-officio)
- Two faculty members (elected by faculty)
 - College of Arts and Sciences - a current or immediate past department chair/ school dean
 - College of Social Sciences & Professional Studies – a current or immediate past department chair/ school dean
- Three Ex-officio Members
 - Provost (or designee)
 - Chair of the Academic Policy Committee (or designee)
 - Chair of the Graduate Studies Committee (or designee)
- Length of tenure for elected members: Three-year staggered term
- Committee Chair: Provost (or designee)
- Suggested frequency of meeting: Monthly or as needed

Academic Program Review Committee's Responsibilities

- Overseeing the academic program review process
- Supporting and advising Academic Units through the program review process
- Providing timely and evaluative feedback to department/ schools on program review submissions
- Providing summative recommendations to Academic Policy Committee and/or Graduate Studies Committee regarding proposals developed through program review process
- Providing information to the administrative units regarding resources implications resulting from program review
- Prioritizing program improvement recommendations and deliver these to the appropriate administrative units

Offices of Institutional Effectiveness and Institutional Research

The spring semester prior to the fall semester start of the two-year program review cycle, the Office of Institutional Effectiveness (IE) and Institutional Research (IR) will present the Academic Unit a program review data set. The Director of IE will suggest ways the department/school can use the data to inform their program review process. The Director of Institutional Effectiveness will explain the role of the IE and IR offices in supporting the program review requirement. The office of Institutional Effectiveness works with and supports the Academic Unit personnel to plan the Self Study and External Review Team visit. The Office of Institutional Research provides the Academic Unit with a data package prior to the program review two-year schedule and will work with the leadership in analyzing and interpreting the data for use during the Self Study as follows:

Office of the Institutional Effectiveness responsibilities

- Provide the standard program review data set
- Assist the Academic Unit with data requests and analysis on an as-needed basis
- Support the Academic Unit annual assessment plans and program review guidance
- Coordinate logistic arrangements for External Review Team visit

College Dean's Participation

The Academic Unit leadership and faculty meet with the respective College Dean to discuss the proposed program review schedule, resourcing needs, analysis and findings. The College Dean will offer timely feedback on the Self Study, data analysis and findings, as well as the development of the action plan. When requested, the College Dean will confer with the Academic Unit, will accompany the Academic Unit's faculty to Program Review Committee meetings, and will interview the External Review Team.

College Dean's oversight includes the following:

- Working directly with Academic Unit in the program review assessment and monitors the Academic Unit's progress on behalf of the Program Review Committee
- Approves the proposed program review schedule and budget and provides a recommendation to the Provost for any exceptions in the process requested by the Academic Unit
- Make recommendations to the Program Review Committee regarding the Self Study report, the External Review Team recommendations, and what actions are taken including the acceptance of the report, or need for further review
- Works with the Provost and Academic Unit in drafting the Memorandum of Understanding

Academic Unit

The responsibility for conducting program review ultimately falls to the department, school or other university unit in which the program is housed. The review is to be led by the chair or school dean, and all reports are to be submitted to the Academic Policy Committee (APC) or Graduate Studies Committee (GSC), and the College Dean. Various offices on campus have a shared responsibility for providing the data and resources necessary to conduct the review. All Academic Units are scheduled for review over a six-year cycle. If the department/school also conducts periodic peer review for purposes of specialized accreditation, the internal and external review processes are carefully coordinated to minimize duplication of faculty time and effort. The department/school prepares a Self Study in the year prior to the review using the Self Study Template outlined below.

Academic Unit Criteria for Effective Program Review

- All Academic Unit personnel review and familiarize themselves with the Program Review Guidelines
- All Academic Unit personnel participate in the program review process and share equally in the overall responsibility for defining issues, analyzing evidence, and formulating plans

- The Self Study is an open and candid assessment of the program leading to insights for continuous improvement with special attention given to student learning
- The Self Study is characterized by rigor and candor, leading to an in-depth analysis
- External review is based on the best practices of nationally recognized programs, meeting and exceeding guild standards, and appropriate external benchmarking
- The Academic Unit develops a quality improvement plan that can be resourced, sustained, and implemented and that leads to improvements based on the University mission, core values, and learning outcomes

Academic Units must retain all documentation, survey results, meeting minutes, assessment plans, and other supporting documents pertaining to program review. These documents should be maintained in the Department's Shared Folder and made available for review by the academic leadership when required. In addition, the Academic Unit is to retain materials related to ongoing assessment of student learning outcomes. This includes a representative sample of student work products, rubrics, evaluative instruments, and annual assessment reports. The Academic Unit is to provide each member of the Program Review Committee and the College Dean a hard copy of the Self Study and an electronic copy to the chair of the committee and the Office of Institutional Effectiveness.

