



COLLEGE OF ARTS & SCIENCES

Procedure for Departmental Program Review

Each academic department will undergo a systematic external program review, according to the following procedure. There are several reasons for conducting these reviews. First, in an environment with scarce resources, university leadership must make decisions about allocating budget funds. Program reviews help inform these crucial decisions by providing clear assessments of each program's current challenges and potential opportunities. Second, by looking critically at our own programs, often in comparison to their counterparts on other campuses, we can improve the quality of these programs. This will ultimately benefit our students, as well as the recognition and reputation of the University. Continuous improvement is also an expectation of the Higher Learning Commission for our ongoing accreditation. Third, program reviews create opportunities to advance the strategic initiatives of the University by identifying common threads between departmental goals and those of the institution as a whole.

General Timeframe and Rotation

Each department will undergo a review every seven academic years (with the exception of externally accredited programs, which will ordinarily follow the established schedules of their accrediting bodies). This will consist of annual department reports and a department seventh year self-study report in advance of an external reviewer visit. Following receipt of the external reviewer's report, the Department will then develop and submit to the Dean an additional section as a part of their next annual report that details the Department's reactions to the review and outlines an action plan that responds to the critical points contained in the review. Once the Dean accepts this document, the Department begins implementing its action plan.

Departments and programs will follow this review schedule:

2022-2023	Kinesiology, Political Science
2023-2024	Communication & Visual Arts, History
2024-2025	English, Mathematics & Statistics
2025-2026	Biology, Chemistry, Physics & Astronomy
2026-2027	Music, Philosophy & Theology, Psychology, Sociology & Criminology
2027-2028	Economics, Education, World Languages & Cultures
2028-2029	Computing & Information Sciences, Geography & Meteorology, Social Work

Outline of the Process

- After the completion of each academic year, and the roughly corresponding fiscal year, the Department submits the annual report to the Dean, no later than August 31.
- The Dean and the Chair meet and discuss the departmental annual report during the Fall semester (typically in September).
- The Department prepares the self-study report during the Fall Semester of the review year and submits an electronic copy of the self-study document to the Dean no later than

December 15. The self-study contains copies of the previous six annual reports along with some summary analysis by the department chair.

- By the end of October in the seventh year, the Department also submits recommendations to the Dean of potential outside reviewers; the Dean may or may not select one of these reviewers.
- The Dean and the Chair meet to discuss the self-study report in January.
- The Dean provides the self-study to the outside reviewer about a month before his/her campus visit.
- The outside reviewer visits campus and conducts his/her investigation, roughly between February and April.
- The outside reviewer submits his/her report to the Dean no later than the end of May.
- The Dean reviews the report and shares it with the department chair by also providing feedback and suggestions.
- The Dean provides, at the Department's request, funds for a modest one-day faculty retreat preceding or during the fall semester following the seventh-year review to discuss the external reviewer's report.
- The department responds to the reviewer's report with an action plan in the first year's annual report.

Summary of the process timeline and yearly actions:

Academic Year of Cycle	Action
1	Annual report by August 31 that also includes the action plan and response to external reviewer from the previous cycle
2	Meet with the Dean in August or September to review the previous year Submit annual report for the current year to the Dean by June 30
3	Meet with the Dean in August or September to review the previous year Submit annual report for the current year to the Dean by June 30
4	Meet with the Dean in August or September to review the previous year Submit annual report for the current year to the Dean by June 30
5	Meet with the Dean in August or September to review the previous year Submit annual report for the current year to the Dean by June 30
6	Meet with the Dean in August or September to review the previous year Submit annual report for the current year to the Dean by June 30
7	Meet with the Dean in August or September to review the previous year Prepare and submit self-study report to the Dean by December 15 Meet with the Dean in January to review the self-study report Host external reviewer's visit between February-April Receive external reviewer's report by the end of May
8 (also 1)	Faculty retreat in Summer or early Fall Submit annual report to the Dean within three weeks of the faculty retreat that also includes an action plan and response to the external review for the next 7-year cycle Meet with the Dean before Thanksgiving Break to review the annual report, action plan, and response to the external review

Content of the Annual Report

At the end of every academic year, each department will prepare an annual report that adheres to the following table of contents. Some elements of this report consist of existing documents that require little or no additional commentary. Other elements will require narrative explanation, which the Department should craft tightly and concisely. The Department may include additional supporting materials in the appendix. The Dean's Office will provide data on Direct Contribution Margin and Student/Faculty Ratio.

Table of Contents**I. Faculty**

- a. Workload
 - i. WLC Distribution Table
 - ii. Committee Assignments
 - iii. Publications and Grants
 - iv. Campus Service
- b. Changes
 - i. Newly Tenured/Promoted
 - ii. New faculty
 - iii. New staff
 - iv. Retired/left

II. Department Data

- a. Direct Contribution Margin
- b. Student/faculty ratio current year, SCH
- c. Department budget
- d. Curriculum changes
- e. Program or course changes
- f. Other changes

III. Student Outcomes

- a. Number of majors and minors (and graduate students)
- b. Outcomes
- c. Graduation data

IV. Self-reflection

- a. Things that went well
- b. Things that need to be better
- c. Things the College and the University can help improve
- d. Goals for next year and beyond
- e. Action Plan (Only if this is the 1st year after the 7th year review)

Appendices: Checklist, assessment documents, and new faculty CVs.

Content of the Seventh-year Self-Study Report

In advance of the site visit of the external reviewer, each department will prepare a self-study report that adheres to the following table of contents. The Department may include additional supporting materials in the appendix, but these should be kept to a minimum.

Table of Contents**I. Background Information****II. Annual Reports**

- a. Past six years annual reports
- b. Summaries of Dean-Chair meetings that evaluated the annual reports

III. Critical Self-Assessment

- a. Trajectory of the department
- b. Successes
- c. Ongoing issues

Appendix A: Faculty Curriculum Vitae

Appendix B: Current Departmental Listing from the *General and the Graduate Catalogs*, and the Degree Maps

Appendix C: Course Syllabi for the Previous Two Academic Years

Appendix D: Course Offerings for the Previous Five Academic Years by Semester

Guiding Questions

What follows here is a series of prompts and questions that should help shape the commentary on various items in the Annual and Self-Study Reports. Clearly, it will be impractical to try to answer each and every one of these questions in detail. Departments should not neglect whole topics, but they should feel free to prioritize issues and questions their faculty members are most curious about. The goal of the program review exercise should be to provide each department with feedback that is helpful and relevant. We cannot review and improve everything all of the time. So, departments should have their faculty discuss the questions below and identify those that seem particularly important and timely as the review date approaches.

Annual Report

- I.a. Faculty Workload:** Fill out the faculty workload table. Do your faculty receive load credit for any work besides teaching? List the committee assignments and research-related activities of your faculty. Beyond academics, does your department provide the campus with any other service, such as extra-curricular programming, training, leadership, coordination, etc.? What role does your department play within our general education program?
- I.b. Faculty/Staff Changes:** List the changes that happened during the academic year: Newly tenured or promoted faculty; faculty or staff that are newly hired, retired or left. Add the CVs of the new faculty/staff as an appendix.
- II.a. DCM:** The Dean's Office will provide the Direct Contribution Margin data from the prior fiscal year as provided by the Finance Office.
- II.b. Student/faculty ratio current year, SCH:** The Dean's Office will provide the current year's SFR data based on Fall census numbers as collected by Institutional Research.
- II.c. Department budget:** Assess the budget and resource situation of your department. Has your budget been adequate to support your department's stability and performance, or are there areas where you can document inadequate resources? Has your budget kept pace with rising costs for supplies and services? Has your budget been adequate to procure and maintain essential pieces of equipment or technology? Beyond annual budget lines, what other forms of support, if any, has your department obtained (external grants, internal grants, Dean's Annual Fund, departmental endowment, department gift fund, etc.)? How have you used these funds? Does your department have the technology it needs to achieve its mission? Include the end of year department budget.
- II.d. Curriculum changes:** List the changes with a short rationale.
- II.e. Program or course changes:** List the changes with a short rationale.
- II.f. Other changes:** Changes in the facilities, department organizational structure, leadership (Chair, Program Director, etc.). Reasons and summary of the renovations, expenses, new lab equipment, and any other changes that don't fall under sections I.b, II.d and II.e.
- III.a. Number of majors, minors, and graduate students:** These data are posted following Fall census day on [the Institutional Research webpage](#).
- III.b. Outcomes:** This may include the level of performance of the students in your department. Some example indicators may be the grade distribution/average GPA across your courses, the frequency of students who complete Honors Work in your department, number of students who graduate with honors or other forms of recognition. Provide any other information that speaks to the rigor of your program(s) and the achievement of your students.
- III.c. Graduation data:** Describe your efforts to prepare students for professional placement in your field and information you provide them to help them on career options. How well do

your students do on standardized exams like the GRE, LSAT, etc.? What proportion of your students goes on to pursue graduate degrees in your field? At what institutions do your graduates study? For those seeking employment immediately after graduation, list some of the firms/agencies and positions they obtain. Do you have a plan or procedure for tracking your students' professional progress after graduation? Provide any evidence you have of the quality of your graduates, including national awards or fellowships.

IV.a. Things that went well: Don't forget to list any awards that your faculty members or students have won.

IV.b. Things that need to be better

IV.c. Things the College and the University can help improve: Faculty in your department: Has the number of faculty members been steady in the past few years, or have you experienced a reduction or increase? Would you describe your staffing level as sufficient or insufficient for delivering your curriculum? If insufficient, based on what measure or evidence? Does your department have its own administrative assistant, or does it share an assistant with another program? Do you have other, specialized support staff for laboratory, studio, or technology functions? Is your current level of staffing adequate to support your program(s)?

IV.d. Goals for next year and beyond

IV.e. Action Plan: (Only if this is the 1st year after the 7th year review)

Appendix A. Checklist

Appendix B. Assessment Documents: Provide copies of your current assessment plan and the year's reports to the Office of Institutional Effectiveness. Do the syllabi in your department's courses all contain stated learning goals/objectives? Did your department have a meeting this academic year dedicated to assessment?

Appendix C. Other Documents: New faculty CVs

Self-study Report

- I. Background Information:** This section is more aimed at the external reviewer. Describe the mission and goals of your department, as well as its short history. Who are the current members of your department? What majors/minors/graduate programs does your department offer? Is your department involved in our graduate offerings, or does it operate almost exclusively in the undergraduate realm? (The student-credit-hour data and numbers of graduates will be provided to you by the Dean's Office.)
- II. Annual Reports:** Include the annual reports from years 1-6, and the summaries of the annual Dean-Chair meetings following up and reviewing these reports.
- III. Critical Self-Assessment:** Discuss what your faculty members consider to be the Department's main strengths and weaknesses. Based on the annual reviews, elaborate on the trajectory of the department in the last 6 years.