OFFICE OF THE PROVOST

AND VICE CHANCELLOR FOR ACADEMIC AFFAIRS

PROGRAM REVIEW COUNCIL

ANNUAL REPORT

2016-2017

ILLINOIS
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

OFFICE OF THE PROVOST

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Annual Report of the Program Review Council

I.   COMMITTEE CHARGE

This Council was charged to assist with the implementation of program review process, ensure a high quality ongoing process, and monitor follow-up on the recommended actions resulting from the reviews. Specifically, the Review Council has the following responsibilities:

- Examine the process for annual reporting and recommend the best way to move forward to assure accountability;
- Approve changes to the calendar for the unit/cluster reviews;
- Continue to participate in the exit interviews with external reviewers;
- Develop guidelines and best practices for EOs to communicate with their units about the reviews;
- Help develop guidelines and procedures to meet post-review expectations;
- Update the self-assessment questionnaire to include information about strategic vision and short and long plans for the unit;
- Review the report template for external reviewers to assure that the questions are clear and are aligned with the self-assessment;
- Continue to prepare for the alignment of the AIDE review with the Program Review process;
- Create guidelines for selecting program reviewers to ensure rigor, appropriate expertise and experience, and disciplinary balance.

II.   COMMITTEE MEMBERSHIP

Provost's Office Staff: Staci Provezis

Scott Althaus (CHAIR), Department of Political Science
Sarita Adve, Department of Computer Science
Jim Dalling, Department of Plant Biology*
Rochelle Gutierrez, Department of Curriculum & Instruction*
Hong Li, School of Social Work
Allan Mette, School of Art and Design*
Silvina Montrul, Department of Spanish & Portuguese*
Sharon Nickols, Department of Food Science & Human Nutrition*
George Pennacchi, Department of Finance
Kim Shinew, Department of Recreation, Sport, and Tourism*
Pamela Wilkins, Veterinary Clinical Medicine

III.   EXECUTIVE SUMMARY

During the 2016-2017 academic year, the Program Review Council continued with the previous year's initial charge to oversee the process for Academic Program Review, to provide guidance to the process, and to review the units' progress on the reviews. To that end, the Council met once a month, where they approved schedule changes, identified good practices to improve the campus visits and the report templates, and discussed policies. In addition to the regular scheduled meetings, the Council observed external reviewer meetings and conducted exit interviews with the external reviewers. The information gathered from these observations informs the guidelines for selecting external reviewers and for setting up the campus visits. In doing so, the Council continues to fine tune the process for program review.

The Council also worked to fine tune its scope and mission. It has identified the main role that the Council should play in Program Review as the process matures.

The program review follow-up reports were filed for most programs this year through the annual budget cycle. The Council believes that it is important to retain this element of the process to assure both integrity in the process and follow through from the department. For the program review process to be successful, the departments and colleges need to be held accountable to the university.

The Council believes that the information gained from the reviews is helpful individually to the department, but that it can also be helpful to aggregate across the reviews to identify areas where many departments have similar areas for improvement. To this end, Executive Officer training could focus on these areas of improvement. The Council also believes that increasing and improving communication about program review will support the process because faculty will be more aware of why the department is going through the process.

IV.   COMMITTEE ACTIVITIES AND PROCESS

The Program Review Council met nearly once a month to discuss the Academic Program Review process, and they met with the external reviewers during ten out of the twelve campus visits. The following is a meeting-by-meeting summary of the discussions and actions of the committee.

November 14
- New members, Jim Dalling (Department of Plant Biology), Rochelle Gutierrez (Department of Curriculum & Instruction), Hong Li (School of Social Work), Allan Mette (School of Art and Design), Silvina Montrul (Department of Spanish & Portuguese), Sharon Nickols (Department of Food Science & Human Nutrition), Kim Shinew (Department of Recreation, Sport, and Tourism), were welcomed.
- Provost Feser was not able to charge the group this year, so Staci Provezis provided the charge.
- The Council approved the request to delay the College of Law review from Spring 2018 to Spring 2021.
- Staci Provezis shared the new structure for reimbursement for program review expenses that will be used for colleges and departments.

- The Council reviewed the annual report and recommendations from the previous year. Much of the recommendations were also in the charge. Listed below are the recommendations, which state if it is part of the charge.
    - The members of the inaugural PAC have completed their requested 3-year terms and replacements must be named this summer/fall.
        - The Council discussed finding a way to better stagger the terms.
    - Revise the annual budget report template to include a timeline for intended actions, and to ask for more concrete information and descriptions about next steps. Have this information due to the Council by April 1;
        - This item was in the charge, and the Council agreed to discuss ways to collect information from departments and colleges.
    - Continue to participate in the exit interviews with external reviewers;
        - The Council agreed that this practice should continue, and it reviewed the dates for the Fall visits.
    - Develop guidelines for EOs to communicate with their units about the reviews;
        - The Council reviewed the Top Ten list to consider with program review.
    - Create a clear procedure to meet post-review expectations; (in charge)
    - Update the self-assessment questionnaire to include information about strategic vision and plans for the unit; (in charge)
    - Review the report template for external reviewers to assure that the questions are aligned with the self-assessment and that the questions are clear; (in charge)
    - Continue to prepare for the alignment of the AIDE review with the Program Review process; (in charge)
    - Create a policy for selecting program reviewers that mirrors the Promotion and Tenure policy for selecting reviewers in Communication 9. Specifically, the reviewers should be "of national and international stature in scholarship and engagement" with a rank of full professor. Guidelines should be established to address conflict of interest; (in charge)
    - A formal process should be in place to collect reports from the units, and that if possible, the units would upload this information themselves into the Sharepoint site in the same way that you do if you have a grant report.

December 5

- The Council discussed findings from the meetings with external reviewers. Some of the feedback discussed the alignment of the self-study with the external review report questions; and other feedback suggested it was unclear to whom the report should be submitted. The Council discussed aligning the questions in the report and emphasizing the importance of the review.
- The Council began to discuss the process for annual reporting and began to consider recommendations for moving forward. They began to ask questions, such as:
    - What level of oversight is best for "next steps" for each level? Provost/College/ Department
    - What do we want departments to do this year?
    - What is the useful role for this committee? What else do we need to process to go forward?

January 25
- The Council continued to discuss the post review process. They agreed on the following:
    - Use same form as before, consider decoupling it from the budgeting.
    - Create an on-line submission system for reports;
      Timeline:
    - When annual reminder is sent out to Deans in (January), Staci will also send copy of the department response to the reviewer report as a way to put this in front of the colleges and departments again.
    - A February 1 deadline to receive reports from colleges would give our committee plenty of time to process through these reviews (if needed).
- The Council examined the role of this committee for the external review visits and decided that it should continue participating in the process.

February 22
- The Council talked about schedules, upcoming reviews and Council participation.
    - Fall Reviews: The Council reviewed their notes from meetings with the external reviewers.
    - Spring Reviews: The Council decided that if at least two members are available, then they would hold an exit interview. The Council agrees that they gain very useful information by discussing the process with the reviewers. Possibly, this meeting may be cancelled in the future, but now it is still important.
    - The Council approved the College of Liberal Arts and Sciences requests.

Program	**Original Date**	**New Date**
Communication	Fall 2017	Spring 2018
Gender and Women Studies	Fall 2017	Fall 2018
Entomology	Spring 2018	Fall 2017
Economics	Fall 2018	Fall 2017
American Indian Studies	Fall 2018	Spring 2019

- The Council reviewed last month's discussion for a process for reviewing the responses to program review reports and agreed with the process. Further it would like to add that the
- The Council discussed how it is perceived externally. It would like to have a set of goals and scope set for the committee.

March 29
- The Council talked about schedules, upcoming reviews and Council participation.
    - A key observation from this month's reviews is that the faculty in the department should be clear about the purpose of the review.
    - Delay requests:
        - ACES requested that Department of Animal Sciences be changed from Fall 2017 to Fall 2018.
        - AHS requested that the Department of Kinesiology and Community Health be changed from Fall 2018 to Fall 2019.

- VETMED requested to not review Department of Pathology in Fall 2018, due to a possible department merger.
- The Council learned that Paul Ellinger, the Vice Provost for Budget and Resource Planning, was open to adding the Program Review updates back into the budget process. A request went out to the Deans asking for this information to be submitted for this year. The Council agreed that having the reports submitted annually as part of a campus process would be effective, especially since that was the original part of the process.
- The Council drafted its mission elements:
    - The mission of the Program Review Council is to oversee and improve the campus's external review process by
        - Ensuring that the Provost's investment in the external review process is producing desired benefits for campus
        - Documenting and disseminating best practices for units undergoing external review
        - Diagnosing problems with and recommending changes to the external review process
        - Confirming that the external review process remains aligned with the campus's evolving strategic goals and with related activities overseen by other campus units
        - Embodying a diverse range of faculty perspectives in Council membership
        - Identifying common themes emerging in external review assessments that warrant additional attention from the Provost

April 26

- The Council reviewed at the self-assessment report template and the external reviewers report template, and it discussed ways to better align the two templates to allow for better reporting. During this meeting, several revisions were made to the templates. The new templates will be used starting in Fall 2017.
- The Council received an update that Colleges submitted the Program Review annual reports with their budget reports. The Council agreed to read through these reports to identify themes for the next meeting.

May 24
- The Council talked about schedules, upcoming reviews and Council participation.
    - The PRC decided that it has learned a substantial amount from participating the reviews. Rather than add to the reviewers already busy schedule, the Council recommends that an open ended question be added to the report, where the reviewers can provide feedback on the process.
    - Delay requests:
        - ENGR requested that Department of Computer Science be changed from Fall 2017 to Spring 2019.
- The Council reviewed all the reports submitted to the Provost's office where the departments responded to the external reviewers' reports and recommendations. Each Council member was assigned five reports to review, and each report had at least two Council members' reviewing it. The Council looked for themes and discussed these

themes during the meeting (See Appendix A). The list of themes can be used as resources for professional development seminars organized by the Office of the Provost for Executive Officer seminars.

V.   RECOMMENDATIONS

The Program Review Council makes the following recommendations for next year:
- Continue to identify Program Review Council members who will cycle off the Council at different times. This year a large number of members were new, whereas it would be ideal to have no more than two or three new members a year.
- Streamline communications with the Deans, so that the request for the follow-up report comes at the same time as the Program Review reminders.
- No longer participate in the exit interviews with external reviewers, but instead ask an open ended question in the report.
- Develop guidelines for EOs to communicate with their units about the reviews;
- Continue to assess the self-assessment template;
- Review the report template for external reviewers to assure that the questions are aligned with the self-assessment and that the questions are clear;
- Continue to prepare for the alignment of the AIDE review with the Program Review process;
- A formal process should be in place to collect reports from the units, and that if possible, the units would upload this information themselves into the Sharepoint site in the same way that you do if you have a grant report.

APPENDIX A: THEMES FROM PROGRAM REVIEW REPORTS
Spring 2017

The Program Review Council reviewed departments' external review responses, and it identified common themes that may be useful for EO training and development. It may be important to think about what is specific to different disciplines. How to approach diversity or fundraising (as examples) may be different by disciplines.

Strategic planning & leadership
- Campus Master Plan - F&S proposal process for buildings and facilities
- Strategic plan for departments- hiring, curriculum, research, fundraising (these would have to all be separate)
- Leading change: how do you do it?
- Transitory leadership
- More need of transparency

Faculty relations
- Faculty mentoring and 3rd year review help
- Handling P & T cases effectively
- Struggling with governance issues: how to do all that you have been doing when faculty numbers are lower
- Issues with admin and faculty
- Preparing for a Generational Change in Faculty -
- Campus Awards Programs - how to maximize assistance from the awards programs on campus

Students and curriculum
- Student recruitment (to recruiting new students or keeping students)
- Mentoring for Graduate students
- Best Practices for Curriculum Review
- Creating new programs--trying to reach out for interdisciplinary connections and to address student demand in certain areas

Diversity
- More diverse faculty (both on tenure track and specialized)
- Attracting and retaining diverse grad and UG student
- Diversity training for Graduate Students

Revenue, business practices, and fundraising
- Revenue generations ideas
- Provide structural guidance on making unit more efficient
- Policies and practices not clearly communicated; lack of transparency on funding or bridge/discretionary funding
- Provide more funding at spousal level/more family friendly policies
- Reorganizing the Business Office (or Optimizing Departmental Business Operations)
- External Visibility: Partnering with Campus Media and Communications to Publicize Unit Impact Engaging with Alumni for fundraising
- Sesquicentennial Celebration and Campus Capital Campaign - campus/college priorities and how to tap into the 150th celebration to fundraise for needs identified through the Program Review process
- Alumni Relations: Best Practices for Fostering Relationships and Engaging Alumni in Departmental Activities
- Help EOs understand how to work with development officers