I. Program Review Overview

Purpose of Program Review

Programs at the University of Redlands undergo cyclical review in order to insure academic excellence, assess educational effectiveness, and develop realistic plans for improvement. The program review process is designed to foster collective reflection by faculty members and students about their program's strengths, weaknesses, goals and mission. Programs provide a comprehensive analysis of quality based on evidence, supplemented by an external evaluation by qualified reviewers. The results of program review meaningfully inform institutional planning, resource allocation, and decision-making at the university. Thus program reviews will:

- Use evidence from multiple sources to develop a comprehensive evaluation of the effectiveness, quality, and sustainability of programs.
- Improve the educational effectiveness of all programs.
- Obtain external input on programs to help situate them relative to their peers and inform future plans.
- Advance the mission of the University of Redlands and the learning goals of the schools.
- Identify collaborative opportunities and minimize duplication.
- Guide long-term planning and resource allocation at the department, school, and university levels.

Goals for Programs in Program Review

- Assess and ensure educational effectiveness.
- Assess and ensure program currency.
- Evaluate program sustainability.
- Articulate an attainable vision for the future and an action plan to achieve it.
- Determine the resources needed and available to pursue program action plans.
- Impact the planning and budgeting processes of the university.

Overview of the Program Review Process

1. Programs are reviewed every six years unless they successfully request more frequent reviews; the schedule of reviews is determined by the Educational Assessment Committee (EAC) in coordination with the Curriculum Committees and Office of the Provost.
2. Program produces draft self-study.
3. Draft self-study reviewed by Dean, Office of the Provost, and Curriculum Committee.

4. Two external reviewers visit campus and produce their report; programs may choose to respond to this report but are not obliged to do so.
5. Program, Dean, and Curriculum Committee representative meet to negotiate a final Action Plan defining program expectations, resource commitments, and plans for improvement.
6. The Provost approves the resource commitments for the final Action Plan.
7. Program produces yearly report on the Action Plan, to be used in university planning and budgeting.

Role of the School Curriculum Committees

While the guidelines for the program review process apply to the entire university, the curriculum committees of each school retain final authority over the implementation of the process for their school. Given the distinctive missions, organization, and calendars of the schools, it is expected that the process will vary for each; nonetheless, the questions, evidence, and outcomes identified by these guidelines form the core of the University of Redlands program review process and must be included in all program reviews.

External Accreditation

Where possible, programs that undergo external accreditation should combine that process with the University of Redlands program review procedures. Often there will be substantial overlap of expectations, so programs in this situation should work with their curriculum committee to determine a reasonable strategy to meet the expectations of both reviews. If the external accrediting agency requires a visit by its own reviewers, then the Office of the Provost will work with the agency to determine whether their reviewers' report will address the expectations of these guidelines. If their report also addresses the expectations of the university of Redlands program review, it will serve as the external review required by these guidelines. If the reviewers' report will not address the expectations of these guidelines, a supplemental visit involving a single external reviewer will be scheduled. If possible the supplemental reviewer's visit will take place simultaneously with the accreditation visit; if the visits cannot be combined then the supplemental reviewer will arrive shortly before or after the external accreditation visit. The supplemental reviewer will produce a report addressing those aspects of the program review guidelines not covered by the external accreditation report. While external and internal review years may not always coincide, review processes should remain as consistent as possible.

Oversight of Program Review

Although program review is primarily the responsibility of the faculty, some aspects are shared with the administration, which are outlined below:

- The EAC works with the Curriculum Committees to develop and revise program review guidelines.
- The Curriculum Committee of each school supplements and revises the guidelines as necessary for their specific needs.
- The EAC works with the Curriculum Committees and Office of the Provost to coordinate the program review process.
- For the purposes of comparison and benchmarking, the program provides the EAC with a list of five programs situated at peer institutions that are similar in mission, resources, structure, and students. If the program cannot identify five programs from institutions on the approved Institutional Peer list, then the program, with support from EAC, may instead propose programs from appropriate institutions that are not on the university list. Such substitutions need to be explained at the time the list is submitted and are subject to EAC approval. The program may also select additional programs (e.g. aspirational, competitors, etc.) at their own discretion.
- The Curriculum Committee, Dean, and Office of the Provost review draft self-studies before external reviews are scheduled.
- Programs provide the Office of the Provost with a list of potential reviewers, and that office selects two external reviewers and schedules site visits; at least one reviewer must come from the list of potential reviewers submitted by the program. Programs may offer objections to reviewers who were not on their submitted list, though final authority rests with the Provost. For programs which undergo external accreditation, the process is as discussed in the External Accreditation section.
- Programs provide the Office of the Provost with a report on program's compliance with University Credit-hour policy (see *Catalog*.) Guidelines, including a reporting form, are available from the EAC.
- The program, Dean, and Curriculum Committee negotiate the Final Action Plan. This plan describes the program's strategic plan, expectations for improvement, timeline for action, persons responsible for these actions, and resources to be allocated over the next review period.
- The Provost approves the resource commitments for the Final Action Plan.
- The EAC collects annual reports on the Action Plan and produces a report to the Faculty Assembly, the Provost and the Cabinet evaluating progress of Action Plans.
- The Office of the Provost provides support at all stages of the process, including generating and distributing guidelines and templates for the program review process, maintaining records of each stage of the process, consulting with programs on the quality and interpretation of evidence, and providing institutional data on enrollments, students, faculty, resources and other areas as appropriate.

- Should programs have difficulty complying with the deadlines established for their review, they will need to negotiate any changes with the EAC Chair and Office of the Provost.

II. Program Review Timeline

- The EAC and Curriculum Committees, in consultation with the Deans and Office of the Provost, will develop a six year schedule of reviews, specifying deadlines for each program to submit their final self-study to the Dean and Curriculum Committee.
- Twelve months prior to their deadline for submission of the self-study, programs will meet with the Office of the Provost to discuss program review expectations, develop a self-study plan, determine what resources are needed to complete the self-study on schedule, and review institutional data provided for the self-study.
- Approximately nine months prior to the deadline for submission of the self-study, the program will provide the EAC with a list of five programs from peer institutions for the purposes of comparison and benchmarking. Peer institutions are sufficiently similar in mission, resources, expertise, curriculum, and students to permit a useful comparison. If the program cannot identify five programs from institutions on the approved Institutional Peer list, then the program, with support from EAC, may instead propose programs from appropriate institutions that are not on the university list. Such substitutions need to be explained at the time the list is submitted and are subject to EAC approval. The program may also select additional programs (e.g. aspirational, competitors, etc.) at their own discretion.
- Approximately six months prior to the deadline for submission of the self-study, the program will submit a list of the names, vitas, and contact information for six potential reviewers, at least three of whom must be local. The Office of the Provost will schedule a site visit by two external reviewers, to occur between 4-8 weeks after the deadline for final submission of the self-study. At least one reviewer will be selected from the list provided by the program. The program will have an opportunity to object to any reviewer chosen that is not on their list, and the Office of the Provost should consider these objections seriously. For programs which undergo external accreditation, the process is as discussed in the External Accreditation section.
- Approximately three months prior to the deadline for submission of the self-study, the program will provide the Office of the Provost with a report on program's compliance with University Credit-hour policy (see *Catalog*.) Guidelines, including a reporting form, are available from the EAC.
- The Dean, Office of the Provost, Registrar, and Office of Institutional Research will be available to assist programs throughout the drafting of the self-study; this assistance includes providing quantitative program information where available and assisting programs in the analysis of their own evidence as requested.

- Approximately two months prior to the deadline for submission of the self-study, the program will meet with the Office of the Provost to discuss their progress and finalize the details of scheduled site visit by the external reviewers.
- Within four weeks following submission of the self-study, the Dean, Office of the Provost, and Curriculum Committee will review the document and either approve it or request further revisions.
- The self-study will be sent to the external reviewers at least 2 weeks prior to their visit. If the program has not completed its revisions, a draft will be sent to the reviewers.
- The external reviewers' report is due within four weeks of the site visit; it is distributed to the program, the Dean, the Curriculum Committee and the Office of the Provost.
- The program has four weeks to respond in writing to the external reviewers' report, if they deem it necessary; this response should focus on the external reviewers' recommendations and propose appropriate revisions to the plan for improvement proposed in the self-study.
- The program, Dean, and Curriculum Committee meet to develop an Action Plan based on the self-study and external reviewers' report; the plan details a timeline of action, identifies those responsible for the action, specifies the resources needed for success, and articulates the outcomes to be attained. Once all parties agree on its content the Action Plan it is submitted to the Provost for approval. If the parties are unable to agree on an Action Plan, they may submit different versions to the Provost, who will write a final version based on the submissions.
- The program generates a yearly report on its progress toward the goals of the Action Plan to submit to the EAC; the EAC determines the schedule of reports.
- Each year the EAC generates a comprehensive report evaluating the status of program action plans. This report is submitted to the Faculty Assembly, the Provost and the Cabinet.
- Where the resources identified in action plans were not provided, the EAC is empowered to facilitate the renegotiation of action plans to reflect this absence. The renegotiated action plan must be approved by the EAC. Once approved by the EAC, the revised action plan replaces the earlier version.