



Office of Institutional Effectiveness

SUNY BROOME

Program Review Guidelines

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Program Review

Why Do a Program Review?

The purpose of the Program Review (PR), a process which occurs every five years, is an opportunity for the faculty of the academic program to engage in an assessment of the program, with the goal of ensuring continuous improvement. The PR process utilizes a standardized **Program Review Template**, which provides the mechanism for the assessment of the program, including its mission, Program Learning Outcomes, Student Learning Outcomes, and Institutional Learning Outcomes. Faculty engage in an assessment of various factors, such as student supports, the alignment of the program with labor market needs and/or transfer institutions, and an examination of student data related to enrollment, retention, and graduation. The assessment also includes a review of program resources, such as faculty, facility, equipment, and technology to ensure students are able to adequately achieve the Program Learning Outcomes.

At the completion of the PR, an External Review Team is invited to campus to review the PR document, meet with faculty, staff, and students, and tour the campus and program facilities. This External Review Team provides an external assessment of the program, which complements the College's internal assessment, and helps to inform an Action Plan. The Action Plan identifies areas of strength upon which to continue to grow, areas of opportunity, and specific goals geared towards enrollment and retention.

To ensure continuous improvement and regular focus on goals established during the PR process, faculty complete an Annual Action Plan Progress Update, each year after completion of the PR until the year of the next PR. This annual review includes a review of current data and progress made during the year to continuously improve the program.

Completing the Program Review

Program Review Work Group

The Program Review is completed by an internal team at SUNY Broome, made up of a Program Review Work Group (PRWG). The purpose of the PRWG is to provide a collaborative effort encompassing a variety of perspectives in the assessment of the program. It provides an opportunity for faculty to engage in a meaningful assessment of the program and is inclusive of all members involved with the program.

It is most beneficial for all Full-Time (FT) faculty within the department to participate and to invite adjunct faculty participation. Groups of 3-5 people on the PRWG are ideal. There may be instances in which it would be appropriate and meaningful to the assessment process to have faculty members outside of the department and/or non-instructional faculty or staff to serve on the PRWG.

Establishing the Program Review Work Group

1. Early in the academic year in which the PR is to be completed, the department chair discusses membership of the PRWG with the department faculty and the dean to select appropriate members.
2. The group establishes a PRWG Chair to facilitate the completion of the Program Review (PR). This person does not have to be the department chair and is not expected to complete the PR independently.

3. Complete the **PRWG Member Composition** form, complete with dean signature, and return to the Dean of Institutional Effectiveness (IE).

First Meeting of the PRWG-September

1. The PRWG meets with the Dean of IE to review the PR process, template, and **Program Review Timeline**.
2. PRWG Chair establishes a Google Drive folder and uploads the PR template; shares the folder with the PRWG, Academic Dean, and Dean of IE.
3. PRWG meets to review the program's previous PR, goals and progress made since then, Program Learning Outcomes (PLOs), mission, and Student Learning Outcome (SLO) course assessment data to establish a baseline of data and identify gaps.
4. The PRWG develops a plan for completion of the PR. It is often helpful to divvy up the PR template among individual members, so that each member takes primary responsibility for the completion of each section of the PR.

Data Packets

The IE Department will provide the group with the data it needs to complete the PR. These data packets will be included within the appendix of the completed PR. There is no need to insert charts, tables, etc. into the PR itself; all data will be referred to the appropriate appendix. Data can be expected to be sent to the PRWG Chair and dean in October, after the census date has passed and graduation certifications have been completed for the past year, in order to ensure the most up to date information is provided. Labor market data is provided to the group in November. A copy of the most recent Transfer Report and Graduation Survey Report can be found on the Office of Institutional Effectiveness website. Institutional Dashboards for additional information about the program may also be found on this website.

Assessment Data

Early in the process, the PRWG will want to review PLO and SLO data, as well as current Curriculum Maps and Institutional Learning Outcome (ILO) Maps. Assessment data can be downloaded directly from Nuventive; please see the Dean of IE if assistance is needed with this. Reviewing this data early in the process provides the group the opportunity to: identify any missing assessments; complete assessments as needed in the fall/spring semesters; helps to identify gaps or areas of opportunity the group may wish to focus on while completing the PR; and helps to establish action plan goals early in the process.

Monthly Work Sessions

On a monthly, or as needed basis, the PRWG will meet with the Dean of IE. These meetings are a good opportunity to review progress made on the PR, program data, and to work on the PR as a group, as appropriate and desired. Any PRWG member and the dean are welcome to attend these meetings. The Dean of IE will review work of the PRWG throughout the process and provide comments on the document, including suggestions to consider, make edits such as those for spelling, grammar, and font, as well as help to keep the document organized.

The group is encouraged, and should, meet with one another outside of these work sessions.

Action Plans

The Action Plans are a crucial section of the Program Review. It provides for an assessment of strengths and areas of opportunity. The PRWG is strongly encouraged to add to the Action Plan section during the

completion of the PR. It is helpful to document strengths and areas of opportunities as the PRWG completes the PR versus having to go back through the document to complete this section. The Action Plan is finalized after the External Review Team Report is completed and the dean and faculty have determined action items to focus on during the next five years.

Library Liaison

The PRWG contacts their Library Liaison for the information needed for the PR. This is an opportunity to discuss available Library resources for students in the program and to collaborate on additional resource needs to help students achieve Program Learning Outcomes. The PRWG is encouraged to contact their Library Liaison early in the process. The Librarian will provide the PRWG with the data needed for the PR.

Academic Services & Admissions

The Dean of IE will help facilitate a meeting with Academic Services and Admissions faculty/staff with the PRWG. This meeting provides an opportunity for the program faculty to discuss admissions, advising, and student support services for students in their program and to plan for enhanced collaborative efforts among departments. The Dean of IE will help facilitate the discussion and share relevant data with the group. The PRWG will be able to answer many questions within the PR during this meeting and develop action plan items through the collaborative discussions.

Report Drafts

First Draft-Early to Mid-February

Around the beginning to mid-February, a first draft of the PR should be completed. The Action Plan section is outlined (it will continue to be added to throughout the process and finalized after the External Review Team visit). The PRWG Chair notifies the dean the draft is ready for review; the dean provides feedback, which is incorporated. The PRWG Chair then notifies the Dean of IE that the draft is ready for review; feedback is provided.

Second Draft-Early to Mid-March

Around early to mid-March, after all feedback is incorporated, the first draft is finalized by the PRWG Chair. The PRWG Chair informs the Academic Dean it is ready for another review; any additional feedback is provided and incorporated. The PRWG Chair informs the Dean of IE that the document is ready for the final draft review. The Dean of IE will download the final draft from Google Docs and provide the necessary formatting for the document. The Dean of IE will download all documents to be included in the appendix and provide the PRWG Chair with the finalized Program Review and Appendix.

Review by VPAA

Around mid to late March, the VPAA will have an opportunity to review the completed PR and appendices prior to it being sent to external reviewers. The Academic Dean sends the VPAA the PR template and corresponding data to review. The VPAA will provide feedback to the Academic Dean and PRWG chair and recommendations are incorporated into the final document. Please note that the PR document should be sent to the VPAA approximately 3 weeks prior to the time it is expected to be sent to the External Review Team, to allow enough time for the VPAA to review and provide feedback. This is approximately 5 weeks prior to the expected External Review Team visit.

External Review Team

Setting up the External Review Team

Early in the PR process, around October, the PRWG should begin considering which external reviewers to invite and begin garnering interest from those potential candidates.

The PRWG Chair completes the **External Review Team Composition Form**, sends it to the Academic Dean for approval and signature, who forwards to the VPAA for final approval. The completed and signed form is sent to the Dean of IE for the records.

External Review Team Composition

The External Review Team is an important part of the program review process and provides an external assessment, complementary to the College's internal assessment. In order to provide the most comprehensive review of the program in which the most relevant feedback can be obtained, External Review Team members should be representative of the purposes of the program.

Three External Review Team members comprise the External Review Team.

For A.A. and A.S. programs:

- Two affiliates from transfer institutions
- One affiliate from a comparable community college (with a similar or the same type of program)

For A.A.S. and A.O.S. programs:

- Two affiliates from local/regional workforce, a professional organization or the program's Advisory Board
- One affiliate from a comparable community college (with a similar or the same type of program)

External Review Team members should be selected utilizing current data in order to provide for the most meaningful review of the program. For transfer representatives, the PRWG should review the Transfer Report published annually by the Office of Institutional Effectiveness. For local/regional workforce members, the PRWG should review their labor market data, provided by the Office of Institutional Effectiveness twice per year (approximately November and March).

1. The PRWG Chair completes the **External Review Team Member Composition Form** and reviews with their dean.
2. The dean reviews, signs, and discusses the membership composition with the VPAA, who reviews and signs.
3. The PRWG Chair provides the completed and signed form to the Dean of IE.

Honorariums

External Review Team members are offered an honorarium, at the established College rate. Independent Contract forms are generated by the Dean of IE. Reviewers are established as vendors within the system, and in order to be provided the honorarium must comply with the College's required processes. Honorarium fees are covered by the IE budget.

1. The Dean of IE will complete the Independent Contract form for each reviewer and send it to the PRWG Chair to provide to each External Review Team member to complete and sign.

2. The PRWG Chair forwards the signed forms to the Dean of IE for processing.
3. The Dean of IE forwards the signed forms to the appropriate College offices to begin processing.
4. Final payment of the honorarium is not made until receipt of the External Review Team Report.

Scheduling the External Review Team Visit

Around March, the PRWG Chair works with the Dean of IE to select potential dates for the External Review Team visit (April-May). A sample agenda and the External Review Team memo is provided to the PRWG by the Dean of IE. The PRWG Chair works with the PRWG and Academic Dean to finalize the agenda and memo; a copy of this is sent to the Dean of IE for finalization.

Please note, on the day of the visit, the VPAA, Academic Dean, and Dean of IE must all be available. Planned dates should ensure their availability.

The PRWG Chair works with the Dean of IE to schedule the times and locations for the welcome, VPAA and Academic Dean meeting, External Review Team work session, and exit interview. The PRWG Chair schedules the faculty and student meetings and campus tour. If lunch or other refreshments are to be provided, it is the responsibility of the department and their Academic Dean to budget and plan.

Wrapping up the Program Review

Almost There!

Approximately one month prior to the anticipated external review team visit, the PRWG finalizes the PR and appendices. All appendices should be clearly labeled in the Google drive and match their corresponding reference within the PR document.

The Dean of IE will compile all appendices into a pdf for the PRWG. The final draft (in word format) is sent to the dean for review by the PRWG Chair, along with the appendix pdf packet. The draft is revised as necessary through conversation with the dean and PRWG, with the revised version provided to the Dean of IE for review.

Once the PR is finalized, the academic dean sends the PR template (in word format), along with the pdf of the appendices to the Vice President for Academic Affairs (VPAA) for review, copying the Dean of IE for process tracking purposes. This should be sent at least 3 weeks prior to the time it is expected to be sent to the external reviewers.

The PRWG makes any further revisions necessary to the PR and sends that final document to the Dean of IE for final compilation. The Dean of IE will compile the PR word document and appendix into one pdf document to be sent to the external review team.

Setting up the External Review Team Visit

Two Weeks Prior to the External Review Visit

The PRWG Chair sends the final PR, External Review Team Checklist agenda, campus map, and parking passes to the External Review Team, approximately two weeks prior to the visit. This allows the team sufficient time to review the document and complete the External Review Team Checklist to bring with them on the day of the visit.

The PRWG Chair reviews the agenda with the Academic Dean and Dean of IE to ensure all rooms are reserved and meetings scheduled.

Documents to send to the External Review Team:

- Agenda
- Campus map
- Parking pass
- Program Review Packet (includes PR template and appendix)-in PDF format
- **External Review Team Checklist/Report**

External Review Visit

Welcome

The PRWG Chair should plan to meet the members of the External Review Team at the welcome desk in Wales, and ensure they receive a parking pass.

The PRWG Team, Academic Dean, VPAA, and Dean of IE will meet with the External Review Team for approximately 15-20 minutes to welcome the team, conduct introductions, and review the agenda for the day. The Dean of IE will review the External Review Team Report and expectations and answer any questions the External Review Team may have. If Independent Contracts have not yet been signed for processing of the honorariums, this would also be a good time to do so.

Academic Dean and VPAA Meeting

At the Academic Dean and VPAA meeting, the External Review Team will meet independently with the Academic Dean and the VPAA.

Student Meeting

The External Review Team will meet independently with program students (3 freshmen, 3 seniors), as well as 1-3 program alum. The group should be provided a private room and approximately one hour to discuss the program from the student/alumni perspective. The PRWG is responsible for selecting the students and arranging this meeting.

Campus/Program Facilities Tour

The PRWG Chairs (and others as desired) provide a campus tour to the External Review Team, as well as a tour of program specific facilities.

Highlights of the campus you may wish to include:

- Library
- Learning Resource Center (Writing Center, Math Lab, Tutoring)
- Academic Advising
- Counseling
- Student Center
- Lecture halls

Lunch/Refreshments

The program may wish to provide refreshments and lunch to the External Review Team. This is a good time for faculty to meet with reviewers in a more casual manner. You may also wish to give them lunch and time to work on their report; this is up to the program.

Please note, these expenses are budgeted with the Academic Dean and planned by the PRWG/dean. It would be a good idea to have discussions about these needs early on in the process to ensure funds are planned.

External Review Team Work Session

The External Review Team Work Session provides an opportunity for the members of the External Review Team to have an independent gathering to discuss findings from the day. This will also allow them time to work on the External Review Team Report, keeping their work load as much within the confines of the day as possible.

The External Review Team should be provided with a quiet work space, with computer access. This will allow them the space and equipment they may need to work on the External Review Team Report.

Exit Interview

At the Exit Interview the same members from the welcome meeting convene (PRWG Chair, other program faculty as desired, the Academic Dean, the VPAA, and the Dean of IE).

The Dean of IE will facilitate the provision of feedback by the External Review Team, including strengths, areas of opportunities and suggestions. This is an opportunity to ask additional questions and to engage in potential future collaborations with the reviewers.

Post External Review Team Visit

External Review Team Report

The External Review Team is asked to complete and submit their final report within two weeks post visit. The team sends the report to the PRWG Chair, who then forwards it to the PRWG, Academic Dean, VPAA, and Dean of IE.

Faculty discuss findings of the report and schedule a meeting with their Academic Dean to review the report and finalize the action plan, based on recommendations. This revised version is sent to the Dean of IE for final compilation.

Dean and VPAA Memos

The Academic Dean prepares a memo which is sent to the VPAA, (copying the Dean of IE), which provides an overview of the findings of the program review, and their recommendations for action plan items. The VPAA completes a memo of response, which is sent to the Academic Dean, PRWG Chair, and Dean of IE. Any additional action plan items are added to the final PR with those revisions sent to the Dean of IE for final compilation.

Final Compilation of the Program Review

The Dean of IE will prepare a final PR packet for the department, which will include the final PR, appendices, External Review Team Report, Academic Dean memo, and VPAA memo. It is recommended that the department and dean save copies of this final report. A copy will also be saved in the IE Department files.

Presentations of the Program Review

After the completion of the PR, during the following fall after completion, the PRWG presents findings of their PR to their division. This is to be arranged by the PRWG Chair and the Dean of the academic

division. This is an opportunity for the dean and division to discuss potential collaborations and to aid in goal setting for the upcoming year.

Findings of the previous year's program reviews are presented to the Board of Trustees by the VPAA.

Annual Updates

The Dean of IE will send an **Annual Action Plan Progress Update Report** to the PRWG Chair. This annual report provides an opportunity to review and report on goals that the program has worked on during the past year. The report will contain current data, such as that pertaining to enrollment and retention. This annual review provides for periodic and assessment of the program and the goals established during the PR process, and supports the continuous improvement process at the College. The PRWG Chair coordinates the completion of this report, provides it to the Academic Dean for review and feedback, and submits it to the Dean of IE. There will be 4 of these Annual Action Plan Progress Update Reports, with the fifth year being the year of the next scheduled PR.

At the time of the next PR, this report can be uploaded into the new PR to provide an overview of the previous PR goals and progress to date. This reduces future burden on the faculty of collecting data to report on the program's progress during the five-year program review cycle.