ACADEMIC PROGRAM REVIEW GUIDELINES[1]

The University of Nebraska–Lincoln

Prepared by:
Academic Planning Committee
Senior Vice Chancellor for Academic Affairs
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of Agriculture and Natural Resources

Available on the web at:
http://www.unl.edu/svcaa/faculty/policies/

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[1] These Guidelines apply to academic programs (as defined in Executive Memorandum No. 24; see Appendix 1; also available on the web at http://www.nebraska.edu/about/exec_memo24.pdf), which reside in a department, school, or college, and lead to a degree. A review process for centers and interdisciplinary programs not housed in a department is to be developed.

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I. Purpose

The University of Nebraska is committed to providing the highest quality of post-secondary education for the citizens of Nebraska. The Board of Regents recognizes that periodic review coupled with coordinated, long-range strategic planning is essential to insure the quality of academic programming, both instructional and non-instructional. Each institution within the University of Nebraska system is required by the Bylaws of the Board of Regents of the University of Nebraska and by Legislative Bill 663 to periodically review all academic programs.

As per the Board of Regents Policy Statement on the Relationship of Teaching, Research and Service (1995: RP-2.1.6), "the first priority of the University of Nebraska and each of its campuses is teaching, with special emphasis on teaching the undergraduate or first-professional level student." It further affirms UNL "as the primary research and doctoral degree-granting institution in the state for fields outside the health professions." To maintain UNL's mission of excellence, periodic review of each academic program is needed. The review is intended to be a periodic self-examination that will contribute to a strategic plan for the future. The primary goal of the review is to improve the program's effectiveness and quality. The objectives of the review are to provide a clear assessment of the program's strengths and weaknesses and to develop a guide for the program's future direction. An effective review, i.e. one that is most beneficial to the program in planning for the future, is one that fully engages the faculty and administration from the development of the self-study to the program response to the final report to the implementation of accepted recommendations.

To meet these goals and objectives, the review process has several components: 1) an internal self-study, 2) an external review of the program; 3) a final report that provides a clear plan for applying the results of the review; and 4) specific responses to the program review developed by the chancellor and vice chancellors, deans, department chairs, directors, and heads and forwarded as described in sections IV. C, E, and G.

II. Procedures

A. Responsibility and Strategic Planning

The University of Nebraska–Lincoln (UNL) serves as both the land-grant and the comprehensive public university of the State of Nebraska. Academic program review (APR) at UNL is the responsibility of the Senior Vice Chancellor for Academic Affairs (SVCAA) and the Vice Chancellor for the Institute of Agriculture and Natural Resources (VCIANR). The Academic Planning Committee (APC) has the responsibility of monitoring the process of each APR.

The APR process affords the opportunity to review programs for the purpose of improving quality. A standard procedure has been established to insure institutional consistency and provide the necessary data for long-range planning. The APR procedure is incorporated into the Cooperative State Research Education and Extension Service (CSREES) comprehensive review for programs in the Institute of Agriculture and Natural Resources (IANR). The APR procedure also meets the requirement for periodic program review required by the Nebraska Coordinating Commission for Postsecondary Education described in LB663 and specified in Title 281, Nebraska Administrative Code, Chapter 4. According to the Bylaws of the University of Nebraska–Lincoln, the review must emphasize the need for and the goals of the program in terms of its relationship to the needs and goals of the State of Nebraska, the

University of Nebraska and the people affected by the program; resources available; and resources not now available but needed to meet these needs and goals. Success in achieving past and current program objectives is an important criterion. The review will also articulate future program objectives as part of the University's ongoing strategic and budget planning cycles.

B. Frequency

Programs shall be reviewed on approximately a seven-year cycle that would accommodate accreditation cycles, CSREES review schedules and changes in program leadership. There are three reasons for this cycle: 1) with some exceptions, it appears to fit either the cycle or half-cycle for accreditation reviews, thereby reducing duplication of efforts; 2) it provides a manageable number of programs for review each year; and 3) Legislative Bill 663 requires a review of all instructional programs on a rotating basis.

C. Criteria for Selecting Programs for Review

Selection of the programs to be reviewed in a given year will be made by the SVCAA and the VCIANR in consultation with the appropriate Dean or Director. The APC may be advisory to these Vice Chancellors in this process. Centers and programs contained within a program shall be reviewed along with the program. Executive Memorandum #24 (Appendix 1) defines "program."

Recognizing that approximately one-seventh of the programs will be reviewed each year, the following factors should be considered in selection. These considerations are not in priority order:

1. Relationship of the program to other programs under review.
2. Marked change in student demand.
3. Recent or planned program changes.
4. Timing of the NCCPE program reviews.
5. Accreditation cycles. (Note: for a list of UNL's programs which hold professional accreditation, see the accreditation table in the Fact Book located on IRP's website at http://ipr.unl.edu/ir/).
6. Elapsed time since last major review of budget, staffing or program for any purpose.

III. The Review Team

A. Purpose

The purpose of the Review Team is to consider the role of the program in the UNL environment, in addition to an assessment of the program quality. The Review Team integrates external peers with UNL faculty and other representatives, such as members of industry, alumni, and staff, to provide the broad perspective required.

The Review Team will submit a final report within 30 days of the site visit. The report should be factual and explicit. All review teams are asked to relate their comments to the program or college strategic plans and to the core values of UNL. The Review Team is asked to keep in mind that many recommendations that would improve a given program might not be feasible because of the expense involved and the requirements of other programs within the University. The team is, therefore, encouraged to: 1) focus their recommendation on what can and should be done within existing resources, and 2) make one or two suggestions for new investment that would have the greatest impact on program quality.

B. Composition

(NB: this section applies to Academic Affairs programs. The number and composition of review team members is different for IANR and is described in the United States Department of Agriculture Guidelines for Institutions: Planning and Conducting Reviews.)

The Review Team's composition may vary from program to program. One of the University's core values, however, is a diversity of ideas and people. The team composition should reflect this core value and should also typically include:

1. At least two individuals from other institutions that have programs similar to the one under review, one of whom will serve as team leader.

2. At least one faculty member from the University of Nebraska–Lincoln who is not in the program under review (a member of the graduate faculty if the program has a graduate component) who will be the designated member of the Office of the Vice Chancellor.

3. One member from the APC assigned as the APC representative.

Other members may be added if appropriate.

Students must have an active voice in the review either as full members of the team, or as a group to be interviewed by team members. The dean will consult with the program chair before making a recommendation to the SVCAA as to the nature of student involvement. If students are to represent student perspective on the program by meeting with other students and the Review Team, the unit will choose, as appropriate, one undergraduate and one graduate student to serve as liaisons to the Review Team. If students serve as full members of the Review Team, the program chair will submit a list of potential student members to the dean who will forward the nominations to the SVCAA.

C. Selection

The Review Team is selected by the SVCAA/VCIANR from a list of nominations submitted by the program's APR Coordinator. Nominations will be developed in consultation with the appropriate dean(s), program head(s) and faculty. It is expected that members of a Review Team will not be totally unfamiliar to members of the program, and they may have had contacts in professional associations and meetings with the persons they recommend. Programs are advised to submit the names of people who will be objective and beneficial to the program.

External Members. The external representatives shall be selected by the appropriate Vice Chancellor from a list of names submitted through the office of the dean, provided by the program and/or provided by outside national organizations appropriate to the academic programs under review.

UNL Faculty. The University of Nebraska–Lincoln representative shall be selected by the appropriate Vice Chancellor. The program may submit through the office of the dean a list of recommended faculty, with rationale, to assist the Vice Chancellor in the selection.

APC Representative. The Academic Planning Committee shall designate a program review representative for each program review. The APC representative is selected from the faculty (elected and appointed) and academic deans who are members of the committee. The representative will serve as a member of the Review Team.

Other Members. Programs may submit additional names for Review Team participation as desired and appropriate for example, alumni/ae or members of industry.

IV. Roles and Responsibilities in an APR

A. Program Being Reviewed

The program being reviewed is charged to suggest alternative dates for the campus visit. In establishing the review schedule, attention should be given to providing the Review Team with ample opportunity to visit with appropriate faculty, administrators, students and program representatives and clients. It is important to anticipate the Review Team's need to visit with administrators of affiliated programs. Each program is responsible for completing certain activities related to the campus visit. The following list is designed to assist the program in preparing for the campus visit of the Review Team:

1. Select a date for the campus visit – submit it to the appropriate Vice Chancellor.

2. Develop a tentative schedule for the campus visit in cooperation with the Office of the Vice Chancellor.

3. Provide logistical support for the Review Team while on campus; this may include transportation to and from campus, providing a workroom for the Review Team, and making available other resources to assist the Review Team as necessary.

B. APR Coordinator

Each program under review should identify one individual to function as the coordinator of the program review process. This may be the program chair/head/director or a representative. Although one individual should be designated as coordinator for purposes of providing contact with the various components of the APR, program review activities may be assigned to different people.

It is the APR coordinator's responsibility to do each of the following, or to make sure that each is done:

1. Solicit nominations in consultation with the appropriate dean(s), program head(s), and faculty and recommend members for the Review Team to the SVCAA/VCIANR.

2. Examine the appropriateness of the Review Team's composition.

3. Produce a self-study report. The self-study is an internal planning document not intended for public distribution.[2]

4. Designate and notify non-faculty staff who will be involved in the program review.

5. Provide a tentative schedule for the Review Team's campus visit.

6. Ensure that the program reviews the Review Team's written report.

7. Respond to the Review Team's report.

8. Meet with the SVCAA/VCIANR and the academic dean(s) during their evaluation of the program.

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[2] In Academic Affairs, the cost of preparing and duplicating the self-study is borne by the Department. Note: See IANR policy on distribution of costs. Please prepare 15 copies of the Self-Study (for the senior campus and college administrators, each member of the Review Team, and two student liaisons). In some instances, additional copies will be required. All affiliated, collaborating, or proposed collaborating programs should be provided a copy of the self-study. Include additional copies for Dean and Directors of Agricultural Research Division and Nebraska Extension in IANR. The SVCAA/VCIANR will maintain files of self-studies, including all reports and responses, for one review cycle, after which copies will be destroyed. It is expected that each program faculty member will have access to a complete copy thirty (30) days prior to the Review Team visit.

C. Faculty and Staff of the Reviewed Program

Faculty and designated staff of a program are urged to be active participants in all phases of the APR process. Prior to beginning the self-study process, the program should engage in a planning process that helps the program move from its past accomplishments and present needs to identifying its future mission, goals, and objectives for achieving this future mission. Faculty and staff in the program are also expected to: 1) contribute to and be familiar with the program's self-study report, 2) participate in the Review Team's campus visit, and 3) provide the APR coordinator with responses to documents resulting from the APR process. Faculty and staff shall be afforded the opportunity to meet privately with Review Team members. These meetings shall be only with Review Team members who are external to UNL.

Within 30 days following receipt of the Review Team report, faculty and designated staff of the reviewed program will prepare a written response addressed to the appropriate academic dean or, in the case of IANR, to the IANR Deans' Council, and include: 1) responses to all specific APR recommendations as they relate to program, college, and UNL strategic plans; 2) timelines for accomplishing agreed upon changes; 3) identification of those responsible for implementing changes; 4) resources required and program contribution to those resources; 5) indication of how success in accomplishing these changes will be measured; and 6) a statement of how these changes relate to the program, college, and UNL strategic plans.

D. Review Team

Members of the Review Team shall examine the self-study report and the questions provided by SVCAA/VCIANR and conduct a campus visit. Prior to leaving campus, the Review Team should hold two exit interviews. One of the interviews shall be with the program faculty and designated staff. This interview should provide a frank assessment of goals, plans, staffing, resources, as well as existing and potential strengths/areas needing improvement. The second exit interview should provide the administration with a preliminary review and evaluation of the program. The administrative exit interview shall include all appropriate administrators, including the SVCAA or the VCIANR, and staff who have been involved in the review. Within 30 days of the site visit, the Review Team shall submit a written review and evaluation of the program, including a response to specific questions it has been asked to consider (See III.A above for additional guidelines for Review Team report).

E. Academic Dean/Director

The academic dean is a vital element in the APR process. The dean's responsibility starts with selection of programs for review and extends to the discussion of the Review Team report with the SVCAA/VCIANR. Before the self-study process begins, the dean should meet with program faculty to explain and discuss the purpose and process of the review. The dean should also identify program and campus-wide issues and concerns that the program should address in the self-study. The dean should participate in selecting potential Review Team members, should review and evaluate the program's self-study before it is finalized, prepare specific questions about the program for the SVCAA/VCIANR to forward to the Review Team, actively participate in the Review Team's campus visit (including participation in the second exit interview), and review the Team's final report. Following receipt of the Review Team's recommendations, the dean(s) should meet with faculty in the program to discuss the review process, Review Team recommendations, and strategies for implementing the recommendations as they relate to program, college, and UNL strategic plans. Upon acceptance of the program's written response, the dean or the IANR Deans' Council shall submit within 30 days of receiving the program's response a written report to the SVCAA/VCIANR, which shall then be distributed to all faculty and staff in the program. This report should include the following items:

1. General comments on the Review Team's written report.

2. General comments on the program's response to the Review Team's written report.

3. Comments on all recommendations in the APR report and how the program responded.

4. Recommendations involving changes in faculty and staff responsibilities in the program.

5. Anticipated program changes that result from review recommendations.

6. An evaluation of the recommendations from the review team in terms of how they relate to program, college, and university strategic plans.

7. An indication of what college resources will be devoted to accomplishing recommendations that are supported by the Dean.

In subsequent years, the dean should review the program's activities with the program chair/head/director in response to the APR. The evaluation of academic programs conducted annually by the respective dean(s) as part of the planning/budgeting process of the program should include an assessment of progress toward program improvements recommended in the Review Team Report.

F. Vice Chancellor for Research/Dean of Graduate Studies and Dean of Undergraduate Studies (VCR/DGS & DUGS)

In addition to questions provided by the dean of the program being reviewed, the Vice Chancellor for Research & Dean of Graduate Studies and the Dean of Undergraduate Studies shall both provide questions to the SVCAA/VCIANR for the Review Team if the program being reviewed has a graduate and/or an undergraduate program respectively. The VCR/DGS and the DUGS are expected to participate in the exit interviews for all academic programs for which their offices have some administrative responsibility. In addition, the VCR/DGS and DUGS may provide the SVCAA/VCIANR with written comments concerning a program under review for their consideration when making recommendations to the Chancellor. The VCR/DGS and DUGS will receive copies of the SVCAA/VCIANR's report concerning the program.

G. SVCAA/VCIANR

The SVCAA and the VCIANR are responsible for coordination of the academic program review of their respective programs. Their office provides staff assistance during all phases of the APR process. Specifically, personnel from their offices will:

1. Organize the orientation session for the program being reviewed.

2. Answer questions regarding preparation of the self-study and serve as liaison between the Review Team and the program.

3. Distribute the self-study to appropriate people.

4. Prepare a set of questions about the program (preferably the Review Team should receive these questions before the campus visit).

5. Make arrangements for the Review Team's campus visit, including payment of the following direct costs for Review Team members who conduct the APR:

    a. Transportation to and from Lincoln.

    b. Housing while in Lincoln.

    c. Meals (Review Team members only).

d. Honoraria (when applicable).

e. Preparation costs of the Review Team report.

6. Assist in preparing the schedule of activities for the review.

The Vice Chancellors are expected to provide concrete guidance and direction to the Review Team about process, expectations and specific issues to be addressed during the review. The Vice Chancellors are also expected to meet with external team members and the dean(s) of the program at the start of the review and to participate in the administrative exit interviews. Should other Vice Chancellors administer academic programs, their participation in administrative interviews would also be expected.

Once all the documentation and responses on a given program are obtained, the SVCAA/VCIANR evaluates the material and prepares a set of recommendations discussed with the Chancellor. Within two months of having received all the documentation and responses, the SVCAA/VCIANR provides a formal response to the academic dean whose college houses the program, with copies to the program chair/head/director, the DUGS and/or DGS as appropriate, and to the APC.

All self-studies, reports and responses are kept on file in the Office of the SVCAA/VCIANR. The scheduling cycle for all future APR's is also maintained and monitored by the Office of the SVCAA/VCIANR and reported to Institutional Research and Planning.

H. Academic Planning Committee/Representative

The APC representative will be responsible for participating in the review and reporting to the APC, Vice Chancellor and Chancellor on the status of the review process.

The Academic Planning Committee adopted on April 3, 1991 the following guidelines to fulfill its role in the Academic Review process:

1. The Committee will be notified by the SVCAA/VCIANR of the Academic Program Reviews scheduled for the following academic year.

2. The Committee will assign from its membership a representative for each Academic Program Review and notify the SVCAA/VCIANR prior to finalization of the Review Team.

3. Representatives will be listed as Review Team members and will receive all pre-visit material.

4. Representatives will be active participants in the reviews. Their level of involvement will vary by review; however, their participation is essential to provide institutional consistency during the review.

5. The APC representative may participate fully in writing the report and will receive a copy of the Review Team's written report.

6. Within 90 days of the program's response, the APC representative will be responsible for giving the APC a report on the review process, noting any problems encountered. The cognizant dean(s) should be invited to hear this report.

7. The APC will be responsible for reporting to the originating Vice Chancellor any problems encountered in process. The other Vice Chancellors and Chancellor will receive copies of the report.

8. The APC also will be responsible for an annual summary report on the APR process to the SVCAA/VCIANR with copies provided to the Chancellor and Academic Senate. This report should summarize the activity for the year, make recommendations and review any changes in process that were implemented during the year.

I. Office of Institutional Research and Planning

The Office of Institutional Research and Planning (IRP) serves as a central data bank for each program. IRP will provide a common data set on all programs to the Vice Chancellor, the Dean(s), and the program to include, for example, the following information:

1. Average faculty salaries by rank
2. Faculty salaries compared to peer group
3. Majors by full/part-time status, gender and age
4. Class registrations, credit hours and contact hours
5. Average class size and credit hours by course number
6. Credit hours by course level and department of the instructional staff
7. Degrees awarded
8. Student registrations in the program by college
9. Majors by race/ethnicity
10. "Delaware Study"[3] information on faculty loads (sections and credit hours) by program and faculty rank.

(Note: The above will be presented to reflect change over time/since last review when appropriate.)

Although the APR process requires common data on all programs, personnel from IRP will cooperate with the individual programs in providing for their specific data needs. In addition, the office of SVCAA, in conjunction with the VCIANR, IRP and academic deans, will periodically review and recommend modifications to the common data sent to the programs being reviewed and the appropriate Vice Chancellor(s).

As secretary of the Academic Planning Committee, the Director of IRP coordinates scheduling with the SVCAA/VCIANR for the APC chair and keeps a file of reports on the APR process made to and by the APC.

J. Chancellor

The Chancellor will discuss with the SVCAA/VCIANR all reports (to include the program's self-study, the review team report, the program's and the dean's responses) and the recommendations of the SVCAA/VCIANR, before the formal response of the SVCAA/VCIANR is given to the program. The Chancellor is also invited to participate in all earlier phases of the APR process, including the administrative exit interview.

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[3] The Delaware Study is a detailed database that allows institutions to benchmark teaching workloads, instructional costs and productivity by academic discipline. See http://www.udel.edu/IR/cost/.

V. Guidelines for the Academic Program Review Self-Study

A. Overview

Selected individuals within the program are responsible for conducting the internal self-study. Please note, however, that an effective review, i.e. one that is most beneficial to the program in planning for the future, is one that fully engages the faculty and administration at each stage of the review. Each self-study should be the result of broad and appropriate faculty, student, and staff involvement in identifying program goals and priorities. It should provide the information necessary for the Review Team to provide an assessment of how successful the program is in fulfilling its mission and that of the University, how well it functions as an organization, the appropriateness of the program's strategic vision of its future directions and how it intends to move to a higher level of achievement.

B. The Content of the Self-Study

The internal self-study should:

1. Be factual and explicit.

2. Describe what issues it has addressed since the previous review and how.

3. Be clearly related to the program's strategic plan and demonstrate relationship to college/university/system plans.

4. Describe "who we are" in a foundational section that integrates data provided by IRP.

5. Assess how the program compares with disciplinary norms in terms of scholarly success and stature, areas of research, the structure of academic programs, and the quality of graduates and their placement.

6. Describe how the program contributes to each of the following areas, as appropriate: "general" education, undergraduate education, graduate education, distance education (including information on student recruitment and retention activities); outreach; research, scholarship and creative activity; climate.

7. Describe the challenges and opportunities that the program is currently facing in each of the following areas, as appropriate: "general" education, undergraduate education, graduate education, and distance education (including information on student recruitment and retention); outreach; research, scholarship and creative activity; climate.

8. Provide an academic plan detailing how it will or would like to address the challenges and exploit the opportunities in each of the following areas, as appropriate: "general" education, undergraduate education, graduate education, and distance education (including information on student recruitment and retention); outreach; research, scholarship and creative activity; climate.

9. Describe what the program plans to achieve in the period before the next review, indicating how it will redirect resources to accomplish these plans or generate new revenue to support them.

VI. Appendices to the Self-Study

Appendix 1. Common data set provided by the Office of Institutional Research and Planning (see IV.I).

Appendix 2. Program and college strategic plans.

Appendix 3. UNL and NU Role and Mission statements; core values; strategic priorities and/or plans.

Appendix 4. Organizational chart showing the program's position in the UNL organization and relationship of program leadership to college leadership.

Appendix 5. Description of the governance structure and annual timeline (when appropriate) for:

- hiring of new tenure-track faculty, adjunct and temporary instructional staff;
- evaluation of pre-tenure faculty members (annually and at time of tenure decision), adjunct and temporary research and instructional staff, faculty members for annual merit increase and evaluation, tenured faculty members for promotion to full professor;
- procedures for adding faculty to governance committees; and
- decision-making authority within program and voting rights in program.

Appendix 6. Program Bylaws and Tenure and Promotion guidelines.

Appendix 7. Student advising structure for graduate and undergraduate courses and degree programs offered by the program.

Appendix 8. Reports from the last self-study and CCPE reviews.

Appendix 9. Program resources, both physical and financial (operating funds; grants and contracts; library support; equipment and space; GTA and GRA stipends; support staff salary).

Appendix 10. Description of the outcomes assessment process, results of outcomes process, and evaluation of how assessment results were employed for program's improvement.

Appendix 11. Summary of grant productivity.

Appendix 12. Program outreach and business partnerships.

Appendix 13. Quality indicators selected by the program.

Appendix 14. Faculty vitae.

Note: Additional appendices may be included as needed.

VII. Guidelines for Site Visit

1. Programs will develop the site visit schedule in coordination with the SVCAA/VCIANR.

2. Programs will schedule appropriate meetings for the Review Team, e.g. with pre-tenure faculty, faculty research and teaching groups, programmatically affiliated faculty, program faculty committees, non-tenure track faculty and/or staff, and students.

3. Faculty members of the reviewed program shall have an opportunity to meet privately with Review Team members who are external to UNL.

4. At the start of the review, the SVCAA/VCIANR will schedule an orientation meeting with the program deans and external team members.

5. Review Teams will typically be scheduled for separate meetings with the:

    a. Dean of the program being reviewed,

    b. program Chair or Head,

    c. Executive Associate Dean of Graduate Studies,

    d. Dean of Undergraduate Studies,

    e. Vice Chancellor for Research,

    f. undergraduate student liaison and undergraduate students, and

    g. graduate student liaison and graduate students.

1. On the final day of the site visit, the Review Team will provide separate oral exit reports at a meeting with program faculty, staff, and chair or director and at a meeting with College and University administration.

VIII. Relationship to Accreditation Processes

When appropriate, the internal self-study and the external review shall be conducted within the context of accreditation reviews. To insure consistency in the process relating to programs that undergo accrediting reviews but not APR reviews, the following guidelines should be followed:

1. Degree-seeking programs that undergo accrediting reviews should be allowed to substitute those reports for the APR. Upon completion of the accrediting process, the program will submit a copy of the report to the SVCAA/VCIANR and to the APC.

2. Any degree-seeking program that is not included in the accrediting process of a separate, but budget-related, accredited degree-seeking program (e.g., a department or major within a college) will undergo its own Academic Program Review.

3. If there are no individuals with academic credentials on the accrediting team reviewing a degree-seeking program, that program will undergo its own Academic Program Review.

4. An accredited program should remain on the cycle required by the accrediting agency as long as it is a ten-year cycle or less. If the cycle is more than ten years, the program will undergo an APR half way through the cycle.

5. Individual programs do not control the policies and procedures of the accrediting bodies. If those bodies allow for APC representatives to participate in the accrediting process as observers, the programs will so inform the SVCAA/VCIANR and APC who will then appoint a faculty member to the accrediting team.

6. Programs that undergo accreditation reviews in lieu of APRs must submit a short report to the cognizant dean including how the review and its results relate to program/college/and university strategic plans. College deans as appropriate must respond to these reports, submitting the program's report and their response to the SVCAA/VCIANR as appropriate.

IX. Review of Guidelines

These guidelines will be reviewed every ten years by a committee to include representatives of the APC, the SVCAA and the VCIANR for the purpose of assuring that the process continues to meet the needs of a changing academic environment. Any recommendations for revisions submitted subsequent to this review, or revisions suggested at any time by other University entities, will be considered for approval by the APC with the SVCAA and the VCIANR.

University of Nebraska

OFFICE OF THE PRESIDENT

EXECUTIVE MEMORANDUM NO. 24

Definition of University of Nebraska Program

Sections 4.4.1. 4.7.1. 4.9. 4.11 of the *Bylaws of the Board of Regents of the University of Nebraska (*the *"Bylaws")* provide that Special Appointments, Appointments for a Specific Term, Health Professions Appointments and Continuous Appointments may be terminated by the University when there is a "bona fide discontinuance of a program or department." Departments are specifically provided for in Section 2.10 of the *Bylaws.* However, the *Bylaws* do not provide a definition of what constitutes a "program."

For the purposes of Sections 4.4.1 4.7.1. 4.9. 4.11 and 4.12 of the *Bylaws* definitions of academic, and support and service programs to be used when considering possible budget reallocation and reduction actions are:

1. Academic program. An academic program shall be defined by any one or more of the following characteristics:

   a. includes the word "College," "School," "Department," "Center," "Institute," "Division," "Program," "Bureau," "Clinic" or "Laboratory" as part of its title;

   b. is headed by a person with academic rank entitled "dean," "director," "chair," "chief," "coordinator," or "head;"

   c. leads to a degree, a certificate, a major, a minor, a credential, a diploma or continuing education units;

   d. has a sequence of specific academic requirements;

   e. is a distinct academic option or track within a larger unit;

   f. has received administrative approval at the campus level or above to be a distinct academic, research or service function;

2. Support and service program. Any unit that does not have one or more of the foregoing characteristics of an academic program will be defined as a support and service program.

Dated this 19th day of August, 2002.

L. Dennis Smith, President

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APPENDI X 2 – CORE VALUES OF THE UNIVERSITY OF NEBRASKA–LINCOLN

Core Values

Learning • Excellence • Achievement • Diversity • Engagement • Research • Stewardship

The University of Nebraska–Lincoln values:

- Learning that prepares students for lifetime success and leadership;
- Excellence pursued without compromise;
- Achievement supported by a climate that celebrates each person's success;
- Diversity of ideas and people;
- Engagement with academic, business, and civic communities throughout Nebraska and the world;
- Research and creative activity that informs teaching, fosters discovery, and contributes to the economic prosperity and our quality of life;
- Stewardship of the human, financial, and physical resources committed to our care.

APPENDIX 3 – TIMELINE/CHECKLIST FOR PROGRAM REVIEW ACTIVITIES

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✔	Process	Person(s) Responsible	Timeline/Checklist
	Select Programs to be reviewed.	SVCAA/VCIANR/Dean/Director	One year prior to semester in which site visit is to be scheduled
	Notify Academic Planning Committee of the Academic Program Reviews scheduled for the following academic year.	SVCAA/VCIANR	Annually
	APC assigns from its membership a representative for each Academic Program Review and notifies SVCAA/ VCIANR.	APC	Annually
	Identify program's APR Coordinator.	Program chair/head/or director	One year prior to semester in which site visit is to be scheduled
	Establish review process and site visit dates.	SVCAA/VCIANR with appropriate College Dean/ Program APR Coordinator	Approximately one year prior to semester in which site visit is to be scheduled
	Provide common data set on all programs to the Vice Chancellor, Dean(s) and the program.	IRP	Approximately 6 months before scheduled site visit
	Meet with program faculty to explain and discuss the purpose and process of the review and to identify program and campus-wide concerns that the program should address in the self-study.	Academic Dean	Meeting to be scheduled by dean's office before program begins to construct the self-study.
	Nominations for Review Team solicited from program faculty and staff	APR Coordinator	6 to 8 months before scheduled site visit
	Selection of Review Team members: external peers, UNL faculty representative designated by the Office of the Vice Chancellor, other representatives as appropriate (i.e. members of industry, alumni, staff, and students).	Academic Dean and SVCAA/ VCIANR	• Program's APR coordinator submits list of nominees to Dean at least 6 months before scheduled site visit • Dean submits list of nominees to SVCAA/VCIANR after review • SVCAA/VCIANR initiates contact with potential team members
	Completion of self-study report.	Program's APR Coordinator, involving program faculty and staff	• Submit to dean for review and evaluation 2 months before scheduled site visit • Submit required number of copies to VCAA/VCIANR for distribution 1 ½ months before scheduled site visit
	Develop tentative schedule for campus visit	APR Program Coordinator in consultation SVCAA/VCIANR	1 ½ months before scheduled site visit

✔	Process	Person(s) Responsible	Timeline/Checklist
	Prepare specific questions about the program for the Review Team to consider.	SVCAA/VCIANR will solicit questions from the Academic Dean/Dean of Undergraduate Studies/VC for Research/Dean of Graduate Studies, as appropriate	1 month before scheduled site visit
	Hold SVCAA/VCIANR meeting with external members of the review team and academic dean(s).	SCVAA/VCIANR	At beginning of site visit
	Hold two exit interviews: one with the program faculty and designated staff; the second with members of the University administration.	Review Team	At completion of site visit
	Submits a written review and evaluation of the program, including a response to specific questions it has been asked to consider.	Review Team	Within thirty (30) days after site visit
	Program prepares a written response to the review team's report addressed to the appropriate academic dean or the IANR Dean's Council.	Program APR Coordinator and faculty/staff of the reviewed program	Within 30 days following the receipt of the review team report
	Dean or the IANR Dean's Council submits a written report to the SVCAA/ VCIANR that shall then be distributed to all faculty and staff in the program.	Academic Dean or IANR Dean's Council	Within 30 days after receiving program's response
	Evaluates documentation and responses on a given program and prepares a set of recommendations discussed with the Chancellor; a formal response is then provided to the academic dean whose college houses the program, with copies to the program chair/head/director, the DUGS, and DGS as appropriate, and to the APC.	SVCAA/VCIANR	Within 2 months of having received all documentation and responses
	The APC representative will be responsible for giving the APC a report on the review process, noting any problems encountered. The cognizant dean(s) should be invited to hear this report.	APC Representative to review team	Within ninety (90) days of the program's response
	Review the program's activities with the program chair/head/director in response to the APR.	Academic Dean	Annually, as part of the planning process