
Jacksonville State University Program Review

Office of Institutional Research and Assessment
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Table of Contents

I. Overview ......................................................................................................................... 1
   Purpose ............................................................................................................................ 1
   Responsibilities of Participants ....................................................................................... 2
   Program Review Timeline .............................................................................................. 4
   Program Review Process Outcomes ............................................................................... 6
   Program Review Outcomes Checklist ............................................................................ 7
II. Self-Study Process ......................................................................................................... 8
    University Resources for Self-Study .............................................................................. 8
III. Peer Review Process .................................................................................................. 12
    Selection of Reviewers ................................................................................................. 12
    Review Team Formation ............................................................................................... 13
    Instructions for the Program Review Team .................................................................. 15
    Guiding Questions for the Peer Review ........................................................................ 16
    Summary Review Team Report .................................................................................... 20
IV Notes ............................................................................................................................ 21
V Forms ............................................................................................................................ 27
    Program Review Team Approval Form ........................................................................ 28
    Sample Contact Letter for Program Review Team Member Invitation ....................... 30
    Sample Confirmation letter for Program Review Team Member ................................ 31
    Page 1. Professional Services Contract ......................................................................... 32
    Out-of-State Travel Authorization Form ....................................................................... 34
    Program Review Team Checklist .................................................................................. 35
    Program Review Team Member Itinerary ..................................................................... 37

Submitted to OIRA at Conclusion of Program Review Process:

VI    Peer Reviewer Profiles (Curriculum Vita, Resumes, Certifications)
VII. Completed Program Review Self-Study Form
VIII. Reviewers’ Program Review Summary Report
I. Overview

Program Review is part of JSU’s system of continuous improvement. Continuous improvement at JSU unites institutional research, strategic planning, operational planning, program review, and assessment of student learning. It’s driven from JSU’s core values and supports a mission focused on improved learning opportunities and an improved learning environment for our students. It is a framework of operation that makes our strengths visible, provides for informed decision-making, and fuels efficiency.

Purpose

Program Review is a systematic internal process that encourages improvement through analysis of the quality of the University’s academic programs, academic support, and administrative support units. It serves as an evidence-based means to evaluate program quality, productivity, need, and demand with the University, state and region.

Jacksonville State University’s program review includes a unit self-study component that allows administration, faculty, staff, students, and the review team to consider a unit’s recent accomplishments and challenges and also engages each unit in a planning process to address future needs appropriate to the University’s mission. The review, which will include teaching, scholarship, service, academic programs, and administrative and support services, is designed to evaluate each unit as related to the University’s mission and goals.

On a seven-year cycle, or an approved accreditation review cycle, each unit will conduct a self-study to assess its major strengths, weaknesses, opportunities, and concerns in the areas of quality, demand, and resources. The unit may also include other unique or significant aspects in the self-study. The self-study will conclude with a plan for continuous improvement. Once completed, the self-study will be submitted to a peer review team for evaluation.

Accredited programs may substitute the visiting team’s report from an accrediting body’s on-site review for the peer review requirement upon approval of the Vice President of Academic and Student Affairs. If approval is granted to allow substitution, the visiting team’s report must be included as an attachment to the program review self-study form.

SACS Principles

2.5 The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement and (b) demonstrates that the institution is effectively accomplishing its mission.

3.3.1 The institution identifies expected outcomes for its educational programs and its administrative and educational support services; assesses whether it achieves these outcomes; and provides evidence of improvement based on analysis of those results.

Responsibilities of Participants

President
The President of the University issues the call to the participating units. Program Review is an internal, institutional process that originates from the President’s office. The President also provides units that have completed Program Review with a statement of congratulations for compliance with University policy. The President will use the findings and results of self study and peer review in decision-making where applicable and to determine whether units are participating in the process of continuous quality improvement.

Office of Institutional Research and Assessment (OIRA)
The Office of Institutional Research and Assessment (OIRA) sends notices, coordinates training, offers expertise and resources, coordinates entry of data to be preloaded, monitors progress, reimburses reviewer and departmental expenses for on-site peer reviews, and maintains the official university compilation of Program Review Self-Study Reports and other documents.

Participating Unit (College, Program, Department, Major)
The unit conducts its Program Review Self Study, writes the report, and recommends Review Team members; provides additional information at the request of the Review Team, writes response to Review Team’s evaluation report, initiates needed changes, and shows evidence in PRISM (and departmental files) of “closing the loop” on recommendations for improvement. The unit should work to include all faculty and staff, plus representative student participation, in program review. If additional resources are needed to conduct its self study, the unit should submit a request in writing, through Dean/Director/Vice President, to the OIRA.

Dean or Immediate Supervising Vice President
The Dean/Program Director or appropriate Vice President will review the unit’s Program Review Self-Study Report, approve Review Team, review findings of Review Team and departmental response, and monitor for follow-through by departments.

Vice President
The appropriate VP will review the report prior to review by On-Site Review Team, review the Team’s report, and response by unit, and share this information or a summary of it with the President. The VP can also allow an accredited unit to substitute the accrediting peer review team’s report from an on-site review for the peer review requirement. The VP may also request an ad hoc review of any unit at any time. The VP will brief the President as needed and request resources as needed.

Peer Reviewers
The Review Team will review the unit report and provide a written evaluation of the unit to the VP. (Note—the Review Team might consist of 2 outside reviewers and 1 internal reviewer /facilitator.)

Institutional Effectiveness Committee (IE)
The Institutional Effectiveness Committee will provide assistance in the process as directed by the Vice Presidents or President. Members of the IE committee will be available to serve as the institutional representatives on the On-Site Peer Review Teams. The IE Committee will review the Program Review process on an annual basis. Members of the Program Review Subcommittee may also serve as mentors to the Units under review.
Program Review Timeline

Each unit participating in the Program Review process is expected to complete certain steps within timeframes specified below. The entire process takes approximately 18 months to complete. In this timeframe, units are given ample opportunity to schedule peer reviews at times that are most convenient for their own operations.

The Program Review Timeline provides the major due dates during the process. These due dates and major responsibilities are provided in a graphic representation on page 5.

Program Review Timeline

August
President sends call for review to appropriate units.

November
OIRA and IE provide set-up information to units.

December-May
Each unit under review conducts self study and drafts Program Review Self-Study Report. OIRA and IE offer technical assistance as needed to units.

December 15
Each unit submits a brief progress report to OIRA. Each unit recommends at least two outside reviewers and two alternate outside reviewers to OIRA.

February
OIRA provides updates and reviewer requests to Vice Presidents.

March
Units work with OIRA to schedule Review Team visits. Units invite reviewers to campus.

May 1
Draft of Program Review Self-Study Report is due to Dean/Director (Academic Units) or VP (Non-academic Units).

July-November
Peer Review Team conducts on-site program review.

Dec. 1
Written response of unit is due to VP. Recommendations and responses are incorporated into Unit’s PRISM plan. If needed, requests for resources to address recommendations are made to Dean/ Director and VP. Requests for resources are also included in PRISM.

January
VP reviews report and meets with Unit head and Dean/Director. Self-study report, Review Team Report, and Response are sent to OIRA.

February
OIRA summarizes and submits reports to the President for final review, along with request for resources, if necessary.

NOTE:
Once a unit undergoes Program Review, it will report annually in PRISM the status of its progress on recommendations for improvement.
Figure 1 visually represents the responsibilities of the entities involved in the Program Review process along an 18 month timeline. It represents simultaneous activities, periods of review and deadlines in the Program Review process.

**Figure 1. Program Review Process**

<table>
<thead>
<tr>
<th>Year</th>
<th>OIRA</th>
<th>IE Committee</th>
<th>Unit</th>
<th>Dean</th>
<th>VP</th>
<th>Review Team</th>
<th>President</th>
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<tr>
<td>Sept 1</td>
<td>Call for Program Review November 1</td>
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<td>Oct</td>
<td>Training &amp; TA to Units Provided by OIRA and IE Committee Throughout November</td>
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<td>Dec</td>
<td>Submit Brief Progress Report &amp; Recommend Reviewers Jan 15</td>
<td>Units conduct Program Review December - April</td>
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<td>Review Updates and Approve Reviewers March 1</td>
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<td>Feb</td>
<td>Provide Updates and Reviewer Request to VPs February 1</td>
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<td>Apr 1</td>
<td>Schedule Review Teams April 1</td>
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<tr>
<td>May</td>
<td>Draft of Program Review Self-Study Report due to VP (Non-academic) June 1</td>
<td>Final Unit Program Review Self-Study Report due to VP July 1</td>
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<td>Review Program Review Self-Study Report September 1</td>
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<td>June</td>
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<td>Draft of Program Review Self-Study Report June 1</td>
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<td>July</td>
<td>Edits and Update Program Review Self-Study Report &amp; Submit to OIRA October 1</td>
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<td>Dec</td>
<td>Unit's Response Due to VP &amp; President Related goals, objectives and resource requests in PRISM December 10</td>
<td>Review Team Report and Response sent to OIRA January 31</td>
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<td>Review Reports and Meet with Unit Head January</td>
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<td>Jan</td>
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<td>Feb</td>
<td>Summarize and submit reports &amp; requests to President for final review Feb 28</td>
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Program Review Process Outcomes

At JSU, institutional research, strategic planning, operational planning, program review, and assessment of student learning all fit together to inform decision-making and purposeful improvements across every level of operations. With outcomes of increased student success and an improved learning environment, informed decision-making is powerful when it represents all aspects of the university. Figure 1, below, is a conceptual model of our comprehensive system for continuous improvement.

As the figure suggests, Program Review has a direct relationship to the unit’s operational goals and student learning goals. Once you have completed the self-study and have recommendations from the peer review team, it is important that you use this information to develop your unit goals, objectives, strategies. Ultimately, the results and use of results will demonstrate that Program Review informed your goals and objectives and created positive change for your unit.
Program Review Outcomes Checklist

Below are the forms and reports that should be submitted to OIRA and the OIRA due dates. Note: Earlier submission dates for Dean and Vice President are required.

- Reviewer Team Approval Form- with all signatures (March 1)
- Progress Report (January 15)
- Program Review Self Studies due to Dean- (May 1)
- Program Review Self Study Form- reviewed by Dean & VP (October 1)  
  Note: Accredited programs will attach the latest accreditation report
- Peer Reviewers’ Profile Resume/vita & contact information (October 1)
- Reviewers’ Summary Report (January 31)
- Action Plan- goals and objectives in PRISM (January 31)
II. Self-Study Process

The primary responsibility of the Review Unit is to engage in a thorough, reflective self assessment resulting in a Program Review Report. The Program Review Report should consider the historical and disciplinary context of the Unit, present an accurate picture of the Unit and its programs, frame the issues most relevant to the continued success of the Unit, and provide the faculty Review Team with the data and analyses necessary to conduct a comprehensive evaluation of the Unit.

In generating the content of the Program Review Report the quality and usefulness of the document is greatly enhanced by the broadest possible participation of faculty and staff. To this end, the Unit should begin its process as early as is reasonable in the year prior to the Program Review. This will encourage reflection, allow input by those on 9-month appointments, and minimize last minute labor. While the final hard data to be included in the Program Review Report may not be available until after the Spring semester prior to the review, much of the substantive information necessary to compose the Unit Overview and much of the Unit Review should be readily available within the Unit at any time. In all cases, the finished Program Review Report should be publicized within the Unit and made available to the whole faculty and staff prior to the October submission for the Peer Review.

University Resources for Self-Study

To assist units with self-study, the University will provide the following resources:

- Institutional Research data gathered by various University offices
- Assistance locating relevant data from sources outside the University (ACT, State Agencies, ACHE, SREB, etc.)
- Consultation with the Director of Institutional Research and Assessment and others with expertise in program review
- A web-page with links to appropriate web-based resources, [www.jsu.edu/depart/oira](http://www.jsu.edu/depart/oira)
- Supplemental materials with suggested areas for evaluation
- Access to books and articles on program review
- Workshops/training sessions for unit heads, faculty, staff as needed

Subject to available funds, travel support for units wishing to develop expertise in program review/assessment by sending faculty/staff to appropriate national conferences.
Guidelines for the Program Review Self-Study Form

The Program Review Form serves as a self-study guide that also formats unit information in a comparable format. The self-study guidelines for academic and non-academic units is detailed below. These guidelines are outlined in Jacksonville State University’s Program Review Policy.

Self-Study Guidelines—Academic Units

1. **Introduction** – The introduction must include, but is not limited to, a brief history and description of the unit, its mission and goals, a list of programs/services, and if applicable, a summary of comments from previous reviews or accrediting bodies.

2. **Quality** – Quality of each degree program, undergraduate and graduate must be addressed. In its assessment of quality, the unit may describe and analyze, but is not limited to, the following:
   • Instruction, research, service
   • Student achievement of University and program learning outcomes
   • Benchmarks that compare the quality of the unit’s work with the quality of the work of similar units at peer institutions
   • Other evidence of quality deemed relevant by the unit.

3. **Demand** – Demand for each degree program, undergraduate and graduate must be addressed. The assessment of demand may describe and analyze, but is not limited to, the following:
   • Past, current, and anticipated trends relating to the demand for the unit’s program(s) at state, regional, and national levels
   • Data on recruitment, enrollment, number of majors
   • Success of graduates in gaining employment or acceptance to graduate programs
   • Other evidence of demand deemed relevant by the unit.

4. **Resources** – The assessment of resources for the unit, may include, but is not limited to, the following:
   • Faculty, including number of full-time and part-time faculty and their qualifications, diversity, class size, student-teacher ratio
   • Students, including their preparation for general studies and advanced study, diversity
   • Staff support
   • Space for classrooms, labs, offices, storage; physical environment
   • Web site
   • Library resources
   • Equipment, including technology and maintenance support
   • Operating and personnel budgets
   • External support
   • Other assessment of resources deemed relevant by the unit.
5. **Other noteworthy aspects** – The unit may include assessment of other unique or significant aspects of its work.

6. **Planning Statement** – The unit must provide a summary of the status of previous plans and a current plan for continuous improvement.

**Self-Study Guidelines—Administrative and Support Units**

1. **Introduction** – Briefly describe the programs and services performed or operated by your unit, naming your unit’s customers, clients, or recipients, both on- and off-campus. Incorporate the perceptions of your unit’s clients or service users with respect to the quality and timeliness of service.

2. **Quality** – Quality of the unit’s programs/services must be addressed. The unit may consider, but is not limited to, the following in its analysis:
   - Peer institution benchmarks
   - Professional standards
   - Prior benchmarks
   - Promptness of response to requests of the major functions of the unit
   - Effective use of technology
   - Level of information provided on unit’s web page and use by unit’s customers, clients, or recipients of the programs and services; schedule for updating web page
   - Other evidence of quality deemed relevant by the unit.

3. **Demand** – Demand for the unit’s programs/services must be addressed. Review of demand for the unit’s programs/services may describe and analyze, but is not limited to, the following:
   - Past, current, and anticipated trends relating to the demand for services.
   - Data concerning the number of customers, clients, or recipients of the programs and services provided.
   - State, regional, and national trends in the staffing or services of this unit and the impact of the program or service.
   - Other evidence of demand deemed relevant by the unit.

4. **Resources** – The assessment of resources may include, but is not limited to, the following:
• Unit staffing (professional, technical, clerical, etc.; diversity of staff)
• Office space and storage space; furnishings; physical environment
• Personnel and operating budgets
• Equipment and technology; maintenance and support
• External funding
• Other assessment of resources deemed relevant by the unit.

5. **Other noteworthy aspects** – The unit may include assessment other unique or significant aspects of its work.

6. **Planning Statement** – The unit must provide a summary of the status of previous plans and a current plan for continuous improvement.

The Program Review Form for unit self-study is the integral component of the program review process. It follows the guidelines outlined above. The program forms are the mechanism a unit uses to report a summary of the unit’s self-study to the University administration. There are two variations of the form. The *Academic Program Review* forma and the *Non-Academic Program Review* form. All units that have one or more components that award an academic degree must use the *Academic* form; all other units must use the *Non-Academic* form.
III. Peer Review Process

The primary responsibility of the Program Review Team is to engage in a thorough, objective evaluation of the unit and the programs it offers. The Review Team will consider the recent history, current state, and goals and objectives of the unit and will collaborate with the unit and its stakeholders to identify ways to assure continuous improvement of the unit and its programs into the future. The result of this evaluation shall be a brief report on the Review Team’s findings and a set of recommendations to guide the development of the Unit. The unit will create goals and objectives and resource needs that support implementation. They will be documented in PRISM.

The Review Team will review the Program Review Self-Study Report and any attachments that are provided by the unit. This document will serve as the basis for their evaluation. The document will be verified and elaborated with additional information through faculty, staff, students, administrator and other stakeholder interviews and through review of other documentation, as appropriate.

The Review Team Report will be based on the results of the team members’ evaluations and will include summaries of relevant findings, clear rationales for any recommendations and an itemized list of recommendations.

Other responsibilities include:
- Setting and maintaining a review schedule that conforms to the Timeline for Program Reviews (p. 4)
- Communicating with the JSU Review Team Representative or Office of Institutional Research and Assessment (OIRA) at regular intervals regarding the progress of the review.

Selection of Reviewers

The Program Review Unit is responsible for nominating two qualified outside peer reviewers and two alternates outside peer reviewers to serve on the Review Team. The Unit will complete the Program Review Team Approval Form and discuss with the Dean/VP. Once reviewers are approved, the unit may contact the reviewer and request participation in the review process. It is recommended that a member of the Program Review Subcommittee serve as the internal reviewer for the first years’ reviews. If another internal reviewer is needed, please contact OIRA at 782-8144.

Submit the final list of reviewers to OIRA, who will assist the unit in corresponding with the reviewer and ensuring all forms are completed as required by University policy.
**Review Team Formation**

The process for forming a peer team for program review will be as follows:

1. After identifying potential reviewers and alternates and upon approval of Deans/VPs, units will contact potential reviewers to extend the invitation to be part of the program review team. (We have included in the forms section a template for a letter of invitation.)

2. Once team members have been contacted and have accepted, the units will notify the Office of Institutional Research and Assessment, which will send out confirmation letters (see sample at the end of this section). At this time, OIRA will request employee identification information from the team member in order to set him/her up as a vendor on the JSU system and enter into contract.

3. Upon receipt of information, OIRA will generate for each team member the following documentation:
   a. professional services contract in the amount of $500
   b. travel authorization form for travel reimbursement not to exceed $1,500
   c. reviewer travel itinerary form to be coordinated by unit and team member
   d. program review team member worksheet to be filled out by unit and returned to OIRA

**Professional Services Contract**
Each unit participating in program review has been allocated $500 per team member to be paid via a professional services contract. The top portion of the professional services contract must be completed by OIRA and signed by the team member, then submitted to the OIRA director, dean/director, and vice president for approval prior to the contract period/visit. When the service is complete, the OIRA Director will sign the Fulfillment of Services portion of the contract and forward to the Office of the Comptroller for payment.

**Travel Authorization/Compensation**
Reimbursement is made for travel expenses when on official business for the University as authorized by the Code of Alabama, 1975 and JSU Policy IV:03:02 and IV:06. (A copy of the policy is included at the end of this section.)

All travel arrangements must be made by the reviewer, with reimbursement to take place upon completion of review trip. If a team member must have partial compensation prior to trip, he/she should contact OIRA to make special arrangements.

The top portion of the travel authorization/compensation form must by completed and signed by the team member, then submitted to OIRA for approval prior to the contract period/visit. At the end of the visit, the OIRA will return the form to the team member, at which time he/she will complete the bottom portion of the form and return it to OIRA for processing.
Any claimed travel expenses including airfare, lodging, car rentals, parking, tips must be documented with receipts. Meals are to be itemized at actual cost, not to exceed $40 per day. No receipts are required for meal reimbursement. Telephone calls must be for official business. Calling home is not considered official.

**Reviewer Travel Itinerary Form**

It is the responsibility of the unit and the team members to work together to establish an itinerary for the team visit. A form has been provided in the Forms section that will assist in this task. Once the itinerary has been completed, a copy should be provided to OIRA.

**Program Review Team Member Checklist**

During the Program Review, units should complete the team member checklist, a copy of which is in the Forms section. This should be returned to OIRA when the team has completed its tasks.
Instructions for the Program Review Team

The stakeholders of the Unit being reviewed should be represented in the review process where applicable. The stakeholders may include, but are not limited to:

- Unit administrators
- Faculty
- Staff
- Undergraduate students
- Graduate students
- Alumni
- Constituents
- Dean or Vice President with oversight
- Graduate Dean

While allowing for deviation as appropriate to individual circumstances, most Program Reviews include the following elements:

1. Charge meeting with a JSU Program Review Representative or the Office of Institutional Research and Assessment (OIRA). This meeting includes discussion of scope of the review, specific review procedures, and identification of the Team leadership.
2. Meeting with Unit Head. This may include the Chair of the Review Team or the full team. The meeting’s purpose is to mark the formal beginning of the review, open lines of communication, and begin to discuss the review schedule.
4. Review Team meeting to discuss the Program Review Report, plan for the review, and assign duties among the reviewers.
5. Meetings with appropriate stakeholders. The purpose of these meetings is to confirm and discuss information and data from the Program Review Report, seek additional information and to provide a forum for concerns not addressed in other documents.
6. Questionnaires distributed to faculty, staff, students, and constituents as appropriate. May occur before or after face-to-face meetings.
7. Conclusive meeting of the Review Team to discuss findings and recommendations and affirm writing assignments and deadlines.
8. Writing of the report. Suggested format: Each team member writes sections of the report, while the Team Chair assembles the sections, edits for unity, and acts as liaison.
9. Submission of the report to the unit.
10. Follow-up meeting with administrators.
Guiding Questions for the Peer Review

The following questions are intended to guide the Program Review Team’s evaluation of the Review Unit and its programs as well as to indicate the sort of information that has, over time, been most relevant to Program Reviews. The Program Review Team should consider and address questions that are relevant to the particular Unit and its programs; however, the Team should not feel compelled to submit a report that answers each question in a lockstep manner. Additionally, the Program Review Team should, as it deems appropriate, consider additional questions that address the particular Unit and programs under review. Basic information needed to address these questions should be available in the Self-Assessment Report and Appendices provided by the Review Unit. The guiding questions are organized by the following categories, based on the structure of the Self-Assessment Report and of the Review Team Report:

A. Overview: Program’s Role and Scope
B. Curriculum
C. Faculty and/or Staff
D. Student Advisement
E. Teaching & Learning Environments- Academic Programs
F. Research
G. Service/Outreach
H. Facility/ Technical Infrastructure

A. Overview
1. Are the mission and goals of the Review Unit clearly defined and appropriate to the Unit?
2. How do the mission and goals of the Unit relate to the mission and strategic plan of the School/College and University?
3. Is the Full Time Equivalent (FTE) allocated to the Unit and its faculty congruent with the actual activities of the faculty and with the mission and goals of the Unit?
4. What is the current status of the Unit and its programs, as determined by the faculty and confirmed by the Review Team?
5. What progress has been made since the last review?
6. What are the Unit’s main strengths?
7. What are the Unit’s main challenges?

B. Curriculum
1. Is the curriculum appropriate to the level and purpose of the program?
2. Is the curriculum reviewed regularly?
3. Does the curriculum include a strong general education component?
4. Does the curriculum include a required core of appropriate courses in the discipline?
5. Do the courses in the major foster critical thinking, content integrations, and independent study?
C. Faculty and/or Staff
1. How do the number and expertise of the Unit faculty contribute to its ability to fulfill its mission and goals?
2. Are procedures in place and used to regularly evaluate and reward faculty and staff?
3. Are resources available and used to support professional development of faculty and staff?
4. Does the administrative structure effectively support the Unit’s programs?
5. Are administrative duties equitably distributed?
6. Are reporting lines clearly communicated to those affected?
7. Are promotion and tenure procedures explicitly communicated to all Unit faculty?
8. Are promotion and tenure procedures equitably applied?
9. What strategies have been used to recruit a diverse faculty?
10. What strategies have been used to retain a diverse faculty?
11. Are staff duties clearly defined and appropriate?
12. Are staff duties equitably and effectively distributed?

D. Student Advisement
1. Are admissions, retention, and degree requirements are clearly stated in the institutional catalog?
2. Are personalized advisement and guidance regularly provided to students?
3. Is student progress regularly monitored?
4. Are students advised of their status in a timely manner?
5. Is there a critical mass of students taking sufficient coursework to ensure a coherent group of peers?

E. Teaching and Learning Environments/ Academic Programs

Teaching
1. What percentage of the Unit’s FTE is dedicated to instruction?
2. Are teaching assignments equitably distributed?
3. How are teaching assignments distributed among tenure track faculty, non-tenure track faculty, and graduate assistants?
4. Is the distribution effective in meeting the Unit’s teaching goals?
5. Are effective methods in place to train and support graduate students with teaching assignments?
6. How does the Unit evaluate teaching?
7. Does the Unit support, recognize, and reward high quality teaching?

Academic Programs (Unless there is an overriding reason not to, each academic program should be considered separately.)
Undergraduate Programs
1. Who does the program directly serve?
2. What are the sources of students and where are they placed after graduation?
3. Does the program reflect evolution in the discipline?
4. Are goals, objectives, and learning outcomes clearly defined for the program?
5. Does the Unit effectively assess student achievement of learning outcomes for the program and use the information to effect improvements in the program?
6. Are there well-organized and effective processes for academic advisement and mentoring of undergraduate students?
7. What degree of program duplication exists compared to other programs within the university?

General / Service Education Programs
1. How do the offerings support the missions of the Unit, Department, College, and University?
2. Who does the program directly serve?
3. What would be the immediate and long term impacts if these programs were not offered by the Unit?
4. Does the Unit effectively assure comparability between multiple sections of the same course?

Graduate Programs
1. Who does the program directly serve?
2. Does the program reflect evolution in the discipline?
3. What is the national standing of the program?
4. What are the sources of graduate/professional students and where are they placed after graduation?
5. Are goals, objectives, and learning outcomes clearly defined for the program?
6. Does the Unit effectively assess student achievement of learning outcomes for the program and use the information to effect improvements in the program?
7. Are there well-organized and effective processes for academic advisement and mentoring of graduate/professional students?
8. Are there processes in place and used to support students in successful completion of the program?
9. Do graduate/professional students receive adequate professional mentoring and access to professional opportunities to assure professional success?
10. Is the mentoring process equitable to faculty who serve as advisors?
11. Does the mentoring process encourage student-faculty interaction outside the classroom?
12. How are graduate/professional students supported financially within the instructional and research programs of the unit?
F. Research
1. What percentage of the Unit’s FTE is dedicated to research?
2. What is the impact of the Unit’s research?
3. How does the unit evaluate the quality of its research programs?
4. How does the unit evaluate the productivity of its research programs?
5. How do the main foci of the Unit’s research programs relate to the developments in their respective fields off study?
6. What is the national standing the Unit’s research programs?

G. Service to Society, University, and Profession (Service/Outreach)
1. How are faculty engaged in and rewarded for service to the public?
2. Are faculty appropriately engaged in faculty governance of the Unit, School/College, and University?
3. How does the Unit actively contribute to university life?
4. How are faculty engaged in and rewarded for service to their professional discipline?
5. What percentage, if any, of the Unit’s FTE is dedicated to Service?
6. Who do the Service/Outreach programs directly serve?
7. How do the Unit’s programs compete with or compliment those of the private sector?
8. What benefit does the program have on local, state, national, and international communities?
9. How does the unit evaluate quality of its service and outreach programs?
10. How does the unit evaluate productivity of its service and outreach programs?
11. How do the main foci of the Unit’s service programs relate to current developments in the respective fields?

H. Facility/ Technical Infrastructure
1. What is the current status of the facilities?
2. Are the facilities adequate to support the mission of the Unit?
3. What is the current status of the information technology / equipment available to the Unit?
4. Are these resources adequate to support the mission of the Unit?
5. Are library holdings adequate to support the mission of the Unit?
Summary Review Team Report

Generally, reports should be 10-25 pages, depending on the size and complexity of the unit and the number of programs it offers.

Report Outline:
1. Preface- Title, Draft date, Review Team members; review procedures/timeline followed
2. Overview
3. Curriculum
4. Faculty / Staff
5. Student Advisement
6. Teaching/Academic Programs (Unless there is an overriding reason not to, the report should address each academic program offered by the Unit separately)
   • Teaching
   • Undergraduate Programs
   • General Education
   • Graduate Programs
7. Research
8. Service to Society, University, and Profession
9. Facilities / Technical Infrastructure
10. Summary of Recommendations
IV. Notes

Use this section to document comments and ideas that will improve the Program Review Process.

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V. Forms

Program Review Team Approval Form (Final and Alternates)

Sample Contact Letter for Program Review Team Member Invitation

Sample Confirmation Letter for Program Review Team Members

  Professional Services Contract

  Travel Authorization Form

Program Review Team Checklist

Program Review Team Itinerary
Program Review Team Approval Form

Unit ____________________________________________________________
Contact Person ___________________________________________________
E-mail ______________________ Phone _____________________________

Please complete the following information on each recommended reviewer:

Local Reviewer:
Name ___________________________ Department/Unit ______________
Position __________________________ Location at JSU _________________
E-mail ______________________ Phone _____________ Current Vitae on file  

Outside Reviewer #1:
Name ___________________________ Department/Unit ______________
University ________________________________________________________
Address _________________________________________________________
E-mail ______________________ Phone _____________ Current Vitae on file  

Outside Reviewer #2:
Name ___________________________ Department/Unit ______________
University ________________________________________________________
Address _________________________________________________________
E-mail ______________________ Phone _____________ Current Vitae on file  

Approved by
Department Head ___________________ Dean/Vice President

Approval date ______________________ _____________________________
Program Review Team Approval Form

ALTERNATES

Unit ____________________________________________________________

Contact Person ________________________________________________

E-mail _____________________________ Phone ______________________

Please complete the following information on each recommended reviewer:

Local Reviewer:

Name __________________________________________________________

Department/Unit ______________________________________________

Position _____________________________ Location at JSU ______________

E-mail _____________________________ Phone ______________________ Current Vitae on file ☐

Outside Reviewer #1:

Name __________________________________________________________

Department/Unit ______________________________________________

University _____________________________________________________

Address _______________________________________________________ E-mail _____________________________ Phone ______________________ Current Vitae on file ☐

Outside Reviewer #2:

Name __________________________________________________________

Department/Unit ______________________________________________

University _____________________________________________________

Address _______________________________________________________ E-mail _____________________________ Phone ______________________ Current Vitae on file ☐

Approved by __________________________________________________

Department Head ___________ Dean/Vice President ________________

Approval date ___________________________ __________________________
Sample Contact Letter for Program Review Team Member Invitation
(to be composed on official JSU/Department letterhead)

(Date)
(Name)
(Address)

Dear (Name),

As a leader in quality post-secondary education in the State of Alabama, Jacksonville State University is committed to a system of continuous improvement that unites institutional research, strategic planning, operational planning, assessment of student learning and program review.

We believe our commitment to self-study to enhance academic opportunities within an improved learning environment will showcase our strengths, fuel our institutional effectiveness, and ultimately offer our students the very best education possible, thereby fulfilling our mission to be a comprehensive teaching institution for a diverse student body.

Soon, our internal program review will begin. On a seven-year cycle, and on a unit-by-unit basis, we will analyze the quality of our academic programs, as well as our academic and administrative support units, as related to the University’s mission and goals. During this time, each unit will assess its major strengths, weaknesses, opportunities, and concerns in the areas of quality, demand, and resources. The unit may also include other unique or significant aspects in the self-study. The self-study will conclude with a plan for continuous improvement.

The purpose of this letter is to inform you that you have been recommended by the department to participate in this review process and to invite you to serve as an external peer reviewer. The external review team will consist of 2-3 individuals, whose names will be announced once all members have agreed to serve. For your information, this stage of the program review process is planned to occur within the next xxxxxxxxxxxx weeks. The review date will be determined once all members of the team are identified.

If you are willing to participate in this program review, please reply within one week by e-mail to oira@jsu.edu. We will then contact you concerning the logistics of the review process. Should you not be able to participate, or if you require further information, please contact us as soon as possible.

Thank you for your attention and consideration.

Regards,

(Name of Dean or Department Head)  
(Dr. Alicia Simmons)  
(Department)  
(Director)  
Office of Institutional Research and Assessment
Sample Confirmation letter for Program Review Team Member  
(to be composed on official JSU/Department letterhead)

(Date)

(Name)

(Address)

Dear (Name),

Thank you for your recent acceptance and commitment to serve as a program review team member for the xxxxxxxxxxxxxxxxxxxx department at Jacksonville State University. Your willingness to assist JSU in our system of continuous improvement is greatly valued.

The purpose of this letter is to provide information about your upcoming visit to Jacksonville State, and to bring you up to date on the latest information about your team.

If you have questions or need clarification on any of the information contained in this packet, please e-mail us at oira@jsu.edu or visit our website: www.jsu.edu/depart/oira.

Again, we thank you for your willingness to serve.

Regards,

(Name of Dean or Department Head)               (Dr. Alicia Simmons)

(Title)                                      Director

(Department)                                Office of Institutional Research and Assessment
## Page 1, Professional Services Contract

### JACKSONVILLE STATE UNIVERSITY

**PROFESSIONAL SERVICES CONTRACT (PSC)**

The information provided below will assist the University in determining whether the individual or entity performing the services will be classified for federal, state, and FICA tax purposes as an employee of the University or as an independent contractor. Complete Section I, Section II, and Section III if necessary. See exception in BA Procedure #250.

### Section I

<table>
<thead>
<tr>
<th>Individual’s/Entity Name</th>
<th>Social Security #</th>
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<tr>
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<tr>
<th>Department</th>
<th>Form Preparer</th>
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<table>
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<tr>
<th>Name</th>
<th>Phone #</th>
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</table>

### Section II

#### Multiple Relationships with the University

- **A.** Does this individual or entity currently work for the University as an employee (including adjunct faculty)?
  - [ ] Yes
  - [ ] No

- **B.** Is it currently expected that the University will hire this individual or entity as an employee immediately following the termination of his or her PSC?
  - [ ] Yes
  - [ ] No

- **C.** In the last 12 months, did the individual or entity have an official University appointment (including temporary)?
  - [ ] Yes
  - [ ] No

*If the answer is "No" to all questions, proceed to the questions in Section III.
If the answer is "Yes" to any of the 3 questions, the individual should be classified as an employee and paid via the payroll system.*

### Section III

#### Classification Guidelines

- **A.** Teacher/lecturer/instructor
  - 1. Is the individual or entity a "guest lecturer" (e.g., an individual who lectures at only a few class sessions)?
    - [ ] Yes
    - [ ] No

  - **Contractor**
    - [ ] Go To #2

- **B.** Researcher

  Researchers hired to perform services for a University department are presumed to be employees of the University. If, however, the researcher is hired to perform research for a particular University professor or employee, please indicate which of the following relationships is applicable by placing a check mark in the appropriate blank:

  - **Relationship #1:** The individual or entity will perform research for a University professor or employee under an arrangement whereby the University professor or employee serves in a supervisory capacity (i.e., the individual will be working under the direction of the University professor or employee).
    - [ ] Employee
    - [ ] Contractor

  - **Relationship #2:** The individual or entity will serve in an advisory or consulting capacity with a University professor or employee and the individual provides the same or similar services to other entities or to the general public as part of a trade or business.
    - [ ] Employer
    - [ ] Contractor

- **C.** Individuals Not Covered Under Sections IIa or III
  - 1. Does the individual or entity provide the same or similar services to other entities or to the general public as part of a trade or business?
    - [ ] Yes
    - [ ] No

  - **Contractor**
    - [ ] Go to #2

  - 2. Will the department provide the individual or entity with specific instructions regarding the required work which is not an extension of the individual's or entity's expertise?
    - [ ] Yes
    - [ ] No

  - **Employee**
    - [ ] Go to #3

  - 3. Will the University set the number of hours and days of the week that the individual or entity is required to work, as opposed to allowing the individual to set own work schedule?
    - [ ] Yes
    - [ ] No

  - **Contractor**
    - [ ] Go to #4

  - 4. Does the University require the number of hours or days of work only in order to integrate the individual's or entity's work with the work of others?
    - [ ] Yes
    - [ ] No

  - **Employee**
    - [ ] Go to #2

*If employee, keep BA Form #20 for your files and complete normal employment process.*

**Signature:**

- **Dean/Director:**
  - [ ] (Signature)

**Date:** 2/01/07

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*JSU Program Review Manual* 32
JACKSONVILLE STATE UNIVERSITY
Professional Services Contract

STATE OF ALABAMA, CALHOUN COUNTY. This contract and agreement, by and between Jacksonville State University, herein called JSU, and ____________________________ herein called Consultant.

SS# or EIN# ____________________

It is agreed by and between the parties that the undersigned will be compensated in the amount of $ ________________ for the satisfactory completion of the services as described below. This compensation is in addition to the actual travel expenses incurred in performing this agreement.

It is understood that any compensation under this contract will be paid in accordance with the appropriate Federal and State Tax Laws.

Description of Services and Dates(s) Performed:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

This contract and agreement is to be executed with the approval of ____________________________, Budget Manager.

In witness whereof, this contract and agreement has been executed on this, the ___________ day of ____________, 20__

I certify that I have answered the questions on the reverse side in order to make a determination for independent contractor/employee status.

Professional Service Provider Signature

Budget Manager Signature

Street or Post Office Box

Dean/Director Signature

City State Zip

Vice President Signature

Complete This Portion Upon Fulfillment of Services

This is to certify that the above contract has been satisfactorily completed and that the Provider should be paid $ ________________

The payment should be charged to

Budget Unit # ____________________________

Approved ____________________________ Dated ____________________________

Page 2, Professional Services Contract
# Out-of-State Travel Authorization Form

**Out of State**  
**Travel Authorization**

<table>
<thead>
<tr>
<th>REQUISITION #</th>
<th>VENDOR#</th>
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</table>

<table>
<thead>
<tr>
<th>NAME</th>
<th>(Type or Print)</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

| ADDRESS | |
|---------||
|         | |

| PURPOSE | |
|---------||
|         | |

<table>
<thead>
<tr>
<th>PLACE</th>
<th>TRIP DATES: FROM</th>
<th>TO</th>
</tr>
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<tbody>
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</table>

**Method of Travel**  
**Account #**

<table>
<thead>
<tr>
<th>Method of Travel</th>
<th>Account #</th>
</tr>
</thead>
<tbody>
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</table>

**Authorization**

- Total Expenses Allowed: $ _____________
- Professional meeting, seminar, workshop, etc., where JSU benefits & travel are directed by JSU
- 100% of total expenses allowed under state regulations
- Flat amount: $ _____________ of total expenses allowed under state regulations
- Not approved

<table>
<thead>
<tr>
<th>Agreement</th>
<th>Recommended by</th>
<th>(Signature of Requestor)</th>
<th>(Dean/Director)</th>
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<tr>
<th>Dept. Head/Supervisor</th>
<th>Dept. Supervisor</th>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>President (By Vice President)</th>
</tr>
</thead>
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</tbody>
</table>

**Travel Reimbursement Request**

1. Transportation:
   - From: _____________  To: _____________  Auto Miles: _____________  *Air Fare: _____________  Total: _____________

2. Subsistence:
   - Meals:
     - Date | Morning | Noon | Evening | *Room | Total |
     - _____________ | _____________ | _____________ | _____________ | _____________ | _____________ |
     - _____________ | _____________ | _____________ | _____________ | _____________ | _____________ |
     - _____________ | _____________ | _____________ | _____________ | _____________ | _____________ |

3. Detail Other Expenses (Receipts for registration and over $25.00)

<table>
<thead>
<tr>
<th>OTHER EXPENSE TOTAL: _____________</th>
</tr>
</thead>
</table>

**I hereby certify that the above expenses are correct, and were incurred in connection with official duties of Jacksonville State University.**

**Approved:**

<table>
<thead>
<tr>
<th>Requested by (Signature)</th>
<th>Manager (Signature)</th>
<th>Date</th>
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</table>

*Receipts required.

BA Form 24 Revised 1/04

Reference Business Procedure IV.06.01

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2/01/2007

**JSU Program Review Manual**
Program Review Team Checklist

A worksheet for each team member must be completed by unit and returned to OIRA.

Unit ___________________________________________________________________
Unit Contact ___________________________________________________________
E-mail _____________________________   Extension _________________________

Review Team Member 1 __________________________________________________
E-mail _____________________________   Phone ____________________________
Review Team Member 2 __________________________________________________
E-mail _____________________________   Phone ____________________________
Review Team Member 3 __________________________________________________
E-mail _____________________________   Phone ____________________________

(Note: Indicate individual member completions by writing team member number in the ‘check’ column; for team specific tasks, indicate by placing a √ sign)

<table>
<thead>
<tr>
<th>Task</th>
<th>Check</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter(s) of Invitation mailed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval Form received and forwarded to OIRA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviewer(s) Employment Information (Name, Address, Phone, SSN) provided to OIRA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Review Team Approval Form submitted to OIRA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Service Contract(s) and Travel Authorization Form(s) signed by OIRA Director.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check with team member(s) to see if assistance with travel arrangements is needed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserve rooms for initial meeting with Unit Head to be held on campus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order refreshments for initial meeting with Unit Head to be held on campus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserve room for Review Team meeting to discuss the Program Review Report, plan for the Review, and assign duties among the Reviewers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order refreshments for Review Team meeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserve room for Conclusive Review Team meeting</td>
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<td></td>
</tr>
<tr>
<td>Order refreshments for Conclusive Review Team meeting</td>
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<tr>
<td>Assist team members with production of questionnaires for faculty, staff, students</td>
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<tr>
<td>Task</td>
<td>Check</td>
<td>Date Completed</td>
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<td>and constituents.</td>
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<tr>
<td>Contact OIRA with a list of any office supplies needed during Review Team visit</td>
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<tr>
<td>Communicate/Coordinate with Team member on itinerary, and provide completed itinerary to OIRA</td>
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<tr>
<td>Arrange to meet/welcome team member(s): at airport if necessary; at JSU if he/she will stay on campus</td>
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<tr>
<td>Exchange emergency contact information with team member(s)</td>
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<tr>
<td>(insert meeting itinerary specific tasks here)</td>
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</tr>
<tr>
<td>Arrange to escort Team Member(s) to airport if necessary following visit</td>
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<tr>
<td>Mail thank you letter(s) to team</td>
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</table>
# Program Review Team Member Itinerary

Unit ______________________________________________________________

Unit Contact _______________________________________________________

E-mail _____________________________   Extension _________________________

Review Team Member _______________________________________________

E-mail _____________________________   Phone ____________________________

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<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
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**PLEASE NOTE:** A copy of this itinerary must be completed and a copy forwarded to OIRA.