MANUAL FOR PROGRAM REVIEW OF CENTERS AND INSTITUTES

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

FAQs and FORMS

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SIU Mission

SIU embraces a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity, and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our communities and transform lives.
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OVERVIEW

INTRODUCTION

The Higher Learning Commission (HLC) and the Illinois Board of Higher Education (IBHE) require institutions to maintain a practice of regular program (center/institute) review focused on assessment and continuous improvement. In order to meet this requirement, programs, centers, and institutes at SIU submit a self-study report every eight years. The purpose of this document is to define policies related to program review specifically for centers/institutes and to delineate the steps for those engaged in the center/institute review process.

In addition, the SIU System Office (https://siusystem.edu/about/section24.shtml) provides guidelines for centers and institutes. These guidelines are presented in part as posted on the website. Southern Illinois University is required to comply with all requirements of the State of Illinois regarding the approval of new centers and institutes as well as the periodic review of continuing ones. The guidelines for the periodic review are the responsibility of the campus.

The outcomes of each review are summarized in the Program Quality Assurance Report (PQAR) submitted annually to the Office of the President. A complete report for the system is submitted by the Office of the President to the Board of Trustees and Illinois Board of Higher Education (http://siusystem.edu/academic-affairs/reports.shtml). In addition, a summary of the reviews is presented to the Faculty Senate and Graduate Council annually.

Academic programs are required to submit an assessment report annually. Centers and Institutes are required to submit an annual report to the Office of the Vice Chancellor for Research (see appendix). The reports are submitted by OVCR to the System Office. Reports from the two campuses are presented annually to the Board of Trustees and posted (https://siusystem.edu/academic-affairs/reports.shtml).

For further information, please contact the Office of the Associate Provost of Academic Programs (APAP, apap@siu.edu) or the OVCR (ovcr@siu.edu).

GENERAL EXPECTATIONS FOR CENTERS/INSTITUTES

All centers and institutes are expected to advance one or more aspects of the university’s educational, research, creative activity, and public service missions; that is, they must respond to the academic and service missions of the university, contributing to one or more in the education of students and other learners, performance of research, generation of extramural funding, and provision of service to the community, the region, the state, and/or beyond. Centers and Institutes are expected to be responsible administrative units of the university, seeking external funding while efficiently and appropriately utilizing resources. Finally, centers and institutes must be points of excellence and pride for the university, with a strong external reputation.

Some general expectations that may apply, depending upon the particular center or institute, include the following:

- Create and transfer knowledge to students and other learners
- Offer students/other learners opportunities to apply knowledge to the real world
- Support graduate and professional students
- Support undergraduate research and creative activity
- Enhance the university’s external reputation
• Procure and maintain modern equipment and facilities
• Support faculty and research goals
• Increase faculty productivity
• Increase interdisciplinary interactions among faculty, students, and staff
• Engage and contribute to the welfare of the people we serve
• Link to broader programs and consortia
• Translate research findings to usable products and services for academia and/or the public
• Positively impact the economy
• Provide services to government, private, and non-profit partners
• Obtain external funding to enhance or replace the university's initial/continuing investment
• Maintain a minimum critical mass of faculty and staff
• Show positive return on investment (as quantifiable)
• Demonstrate an influence on public policy for the betterment of the community, region, state, and/or nation
• Increase student competitiveness in the marketplace

IBHE GUIDELINES FOR PROGRAM REVIEW

IBHE recognizes that periodic review is a critical and constructive process whose essential elements are documentation of objectives and identification of actions for future improvement. They require center/institute review on an eight year cycle. Institutions are responsible for developing centers/institutes review procedures that cover key components of the assessment of goals or objectives, and improvements in the effective and efficient delivery of centers/institutes’ mission using technological innovation and comprehensive data systems. In the end, IBHE requires a summary report that includes:

• Description and assessment of any major changes in the center/institute
• Major findings and recommendations, including evidence of goals or objectives being met or not met, and identification of opportunities for improvement of the center/institute
• Actions taken since the last review, including resources and practices
• Actions to be taken as a result of this review, including changes in resources and practices, and assessment of stated goals and/or objectives

ELEMENTS OF REVIEW FOR CENTERS AND INSTITUTES

The APAP office posts the schedule for reviews on the website (pvcaa.siu.edu). Centers or Institutes should identify a faculty member or administrator as the key contact for the review. Workshops are offered that cover key elements of the review process. It is recommended that faculty and staff attend the workshops.

ANNUAL REPORTING

Centers and Institutes are required to submit an annual report to the Office of the Vice Chancellor for Research (ovcr@siu.edu). The template for this report is included in the appendix and on the SIU System website (https://siusystem.edu/academic-affairs/forms.shtml). Key elements of the report are:

• Overview (description, mission, objectives)
• Advisory Board (membership, number of meetings)
• Annual Performance
• Performance measures (targets/results)
• Major accomplishments
• Evidence of support for the Illinois Public Agenda, SIU Board of Trustees, SIU Campus Strategic Planning
• Evidence of support for center/institute objectives
• Evidence of organizational effectiveness

• Institutional Assessment
• Resources

Reports from SIUC and SIUE are compiled and posted on the SIU System website. [https://siusystem.edu/academic-affairs/reports.shtml](https://siusystem.edu/academic-affairs/reports.shtml)

**WRITING THE SELF-STUDY**

The annual reports provide information required in the self-study. If these are up-to-date, the time to prepare the self-study is reduced. Centers and Institutes are advised to write the self-study in the spring term prior to the review. The major elements of the self-study are:

- Brief overview of program, including student learning outcomes
- Points of pride
- Overview of Assessment and Continuous Improvement
- Curriculum and program changes since last program review
- Faculty
- Research, scholarship and creative activities
- Facilities

**SELECTION OF REVIEWERS**

According to the State Officials and Employees Ethics Act (5ILCS 430), units must avoid nominating reviewers with potential bias or conflicts of interest with the program or its faculty. Current or former collaborators, colleagues, mentors, and students, faculty, and staff of unit are inappropriate, as are past reviewers of the unit. If you have any questions about possible conflicts of interest, contact the APAP (apap@siu.edu).

- In the spring term prior to the year of the review, the center/institute should identify a potential external reviewer, including an alternate, and informally ask if they are willing and available to serve. It is acceptable to nominate a reviewer from industry.
- Provide the names, contact information and affiliation of the reviewers to the APAP office.
- The APAP office sends list of all nominated reviewers to the Faculty Senate and Graduate Council for review and approval as appropriate.
- The APAP Office will notify the center/institute of the results.
- An official letter of invitation should be sent to the reviewer (see appendix).
- In the event that a scheduled reviewer cancels, the program should use the alternate reviewer approved. If the list is exhausted, an alternate should be nominated by the program and approved by the APAP Office. A change in reviewers should be reported to the APAP Office.

**REVIEW**

In general, centers/institutes have a desk top review as opposed to an on-site visit. The material for the review will include the self-study. Virtual meetings with faculty, staff, or administrators can be
scheduled as needed. If an on-site visit is requested, the logistics and cost of hosting the site review will need to be negotiated in advance. Contact the APAP office for additional information.

**REVIEWER’S REPORT**

The report must follow the center/institute reviewer template (pvcaa.siu.edu and in the appendix). This allows us to comprehensively evaluate the review across different programs. Submit the report electronically to the APAP Office (apap@siu.edu). The report will be reviewed for completeness. Once accepted, the APAP Office will distribute it to the appropriate administrators.

The external reviewer will receive a stipend of $250 after the submission and acceptance of the report. The center/institute is responsible for preparing documentation necessary to release payment from SIU for the honorarium. All documentation should be submitted to the APAP Office for processing. The stipend should not be augmented.

**MEETING TO DISCUSS REVIEWER’S REPORT**

Depending on the reporting line of the Director of the Center/Institute, a meeting to discuss the results of the review should be scheduled with the Dean, Provost and Vice Chancellor for Academic Affairs or Vice Chancellor for Research. A draft of the IBHE Report template (see appendix) should be submitted by the Director to the respective administrator prior to the meeting. During this discussion, a decision on the outcome of the review will be finalized (center/institute in good standing, flagged for priority review, suspended). A revised and final IBHE Report should then be prepared and submitted to the APAP office.

**FINAL STEPS**

A report summarizing the reviews for the academic year are submitted to the SIU Office of Academic Affairs, Faculty Senate, and Graduate Council. A final Program Quality Assurance Report (PQAR) is compiled from this report, similar reports from Southern Illinois University Edwardsville, and reports on the status of accredited programs. The PQAR is submitted to the Illinois Board of Higher Education.

The APAP Office will send letters of appreciation to the reviewers.
APPENDIX

Sample Invitation Email to Reviewer
Self-Study Template for Centers/Institutes
Reviewers' Report Template for Centers/Institutes
IBHE Center/Institute Review Report-Dean or VCR
Center and Institutes Annual Reporting Template
SAMPLE INVITATION EMAIL TO EXTERNAL REVIEWER

Date

Dear Dr.xxx,

Given your experience and expertise, you have been nominated to serve as an external reviewer for the [20XX-20XX] review of the [name of center/institute]. I am writing to ask if you would be willing to serve. There is a $250 honorarium for the review.

As requested by the Illinois Board of Higher Education, the university conducts reviews of its academic programs and centers every eight-years. The purpose of these reviews is to assess systematically and objectively the strengths and weaknesses of each center/institute and to use the information to as part of our sustained efforts in continuous improvement. The material for the review will include a self-study and any virtual meetings you may want to have with affiliated faculty, students, and staff.

I hope you are able to accept our invitation. Please notify me of your acceptance no later than [date]. If you are not able to accept this assignment, please let me know at [email and/or phone number] so another reviewer may be selected without delay. Thank you for your assistance.

Sincerely,

Director

cc: APAP Office
SIU Mission

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Overview
Provide a brief overview of the center/institute (e.g. the year the center/institute was started, the faculty and staff engaged in the center/institute, the members of the advisory board, the mission).

Provide an overview of how the objectives support the mission of the center/institute, which in turn supports the university mission.

Mission:
Goals:
Objectives:

Points of Pride
In this section, provide rankings, awards, or notable achievements of the center/institute and/or faculty and staff associated with the center/institute.

Overview of Assessment and Continuous Improvement
Provide an overview of the assessment and continuous improvement process that includes:

- Assessment measures of center/institute products and/or objectives achieved
- Timeline of assessment
- Constituencies involved (faculty, employers, and/or advisory boards)

Center/Institute Changes Since Last Review
Include a summary of the assessment and evaluation supporting these changes.

Organizational Effectiveness
Report changes in faculty and staff since last review (e.g. resignation/retirement, new hires, etc.). Provide an overview of the impact of these changes. Include a personnel map for the center/institute and describe how organizational effectiveness is evaluated.

Research, Scholarship and Creative Activities (optional)
If the mission or objectives of the center/institute address research, scholarship, or creative activities, then the appropriate areas should be included in this report. Report and analyze the intellectual contributions for the most recent three years (at a minimum).

Revenue and Annual Expenditures
Report and analyze the most recent three years (at a minimum).

- Total funds expended during the previous three fiscal years by funding source
- Total positions during the previous fiscal year by funding source and type of position

Facilities
Briefly describe facilities, labs, studios, or any relevant community spaces. Are there special features that are unique to the center/institute? Are the facilities adequate? Does the center/institute have a plan in place for acquiring new equipment, maintaining current facilities, or improving the environment?
Summary

Describe the center/institute’s plan for the future growth and improvement in the next eight years relative to the current mission and objectives for the center/institute. What opportunities exist to extend and build on the present strengths? What are the major obstacles?

APPENDIX

Faculty Curriculum Vitae (2-pages per faculty)

Previous Reviewer’s Report and Recommendations

Strategic Plan

Annual Reports

Center/Institute Management Plan

If online, provide link instead of inserting here.

“Each center and institute will establish and maintain a management plan. This document will specify the center’s/institute’s mission, objectives and expectations, performance measures, organizational and governance structure, criteria for faculty membership/participation, role and sources of funding support for the director, and other elements relevant to the unit. This management plan will be reviewed and approved by the senior administrator of the campus or the medical school. Modifications of the plan may be made by the director and the faculty of the center/institute, contingent upon approval by the senior administrator.” (SIU System Guidelines for Centers/Institutes)
SIUC Mission

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Overview

Provide a brief description of the center or institute’s strengths and/or notable accomplishments. Note whether or not you spoke with anyone associated with center/institute during your review to garner additional information about the center/institute. Provide the names and affiliations of the reviewers.

Performance Assessment

Provide an overall view on the process of assessment and continuous improvement, touching on key elements including but not limited to:

- How is the Advisory Board or other constituencies involved in defining and reviewing the mission, goals, and objectives?
- Provide examples of how performance measures are used and appropriate for determining the achievement of objectives?
- How is the center or institute documenting evidence of continuous improvement?
Facilities and Laboratories
Provide an overview of the quality of the facilities, teaching labs, research labs and studios (as appropriate). How do these provide support for the center or institute’s objectives?

Leadership and Institutional Support
Provide an overview of the quality and effectiveness of the center or institute’s leadership and institutional support. How is the center or institute aligned with the Illinois Public Agenda or strategic planning at the system or campus levels?

Recommendations
Provide recommendations for the center or institute. Consider the following questions.

- Where do you see opportunities for growth given the current resources and faculty expertise?
- Do you see opportunities for new areas of service, research or partnerships?
- Can you recommend improvements in the assessment and continuing improvement processes?
IBHE CENTER/INSTITUTE REVIEW REPORT-DEAN OR VCR

Director/Dean/OVCR Report

1. Reporting Institution: Southern Illinois University Carbondale
2. Center/Institute Reviewed:
3. Date:
4. Contact Person:
   4.1. Telephone:
   4.2. E-mail:
   4.3. Fax:
5. Major Findings and Recommendations
   The review team was comprised of:

5.1 Description and assessment of any major changes in the center/institute:

5.2 Description of major findings and recommendations, including evidence of objectives and identification of opportunities for continuous improvement:

5.3 Description of actions taken since the last review, including resources and activities:

5.4 Description of actions to be taken as a result of this review, including resource and activities:
### CENTER AND INSTITUTES ANNUAL REPORTING TEMPLATE

#### CENTERS AND INSTITUTES

#### ANNUAL REPORTING

Report For: July 1, xxxx– June 30, xxxx

(IBHE Approved and/or Illinois State Statute Established Only) *

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<td>Center/Institute</td>
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<td>Director</td>
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<td>4.1 Telephone</td>
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<td>4.2 E-mail</td>
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| 5. | Year Established     |
|    | (if pertinent)       |

| 6. | Illinois State Statute |
|    |                         |

| 7. | Reporting Unit        |
|    |                         |

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<td>Research</td>
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<td>Public Service</td>
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* Complete this form for each center and institute established (or that is in the process of being established) through the Illinois Board of Higher Education approval process (23 Illinois Administrative Code 1050) or by specific Illinois state statute. See University Guideline 2.4 for details. This report will be completed by the center or institute after conclusion of the academic/fiscal year.
9. Overview

9.1 Description

9.2 Mission

9.3 Objectives

10. Advisory Board

10.1 Advisory Board - Membership

10.2 Number of Meetings (In This Year)

11. Annual Performance

11.1 Performance Measures *

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<tr>
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<th>Target for Year</th>
<th>Results in Year</th>
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* Center/institute-defined measures and targets. Depending on the particular center/institute, these may include intellectual contributions (such as publications), grants, public service activities.

11.2 Major Accomplishments (In This Year)
11.3 Evidence of Support for Illinois Public Agenda, SIU Board of Trustees, and SIU Campus Strategic Planning

11.4 Evidence of Support for Center/Institute Objectives

11.5 Evidence of Organizational Effectiveness

12. Institutional Assessment

12.1 Date of Last Review

12.2 Decision at Last Review

   Center/Institute in Good Standing
   Center/Institute Flagged for Priority Review
   Center/Institute Suspended

12.3 Explanation