

Thirty-second edition
February, 2022

DETAILED PROCEDURES
FOR
ACADEMIC PROGRAM REVIEW

THE UNIVERSITY OF NORTHERN IOWA
CEDAR FALLS
IOWA
2022-2023



Approved: _____

A handwritten signature in black ink, appearing to read "Patrick Pease", written over a horizontal line.

Patrick Pease, Ph.D.
Associate Provost for Academic Affairs

Date: January 13, 2022

Committee on Academic Program Review
Ira Simet, Chair

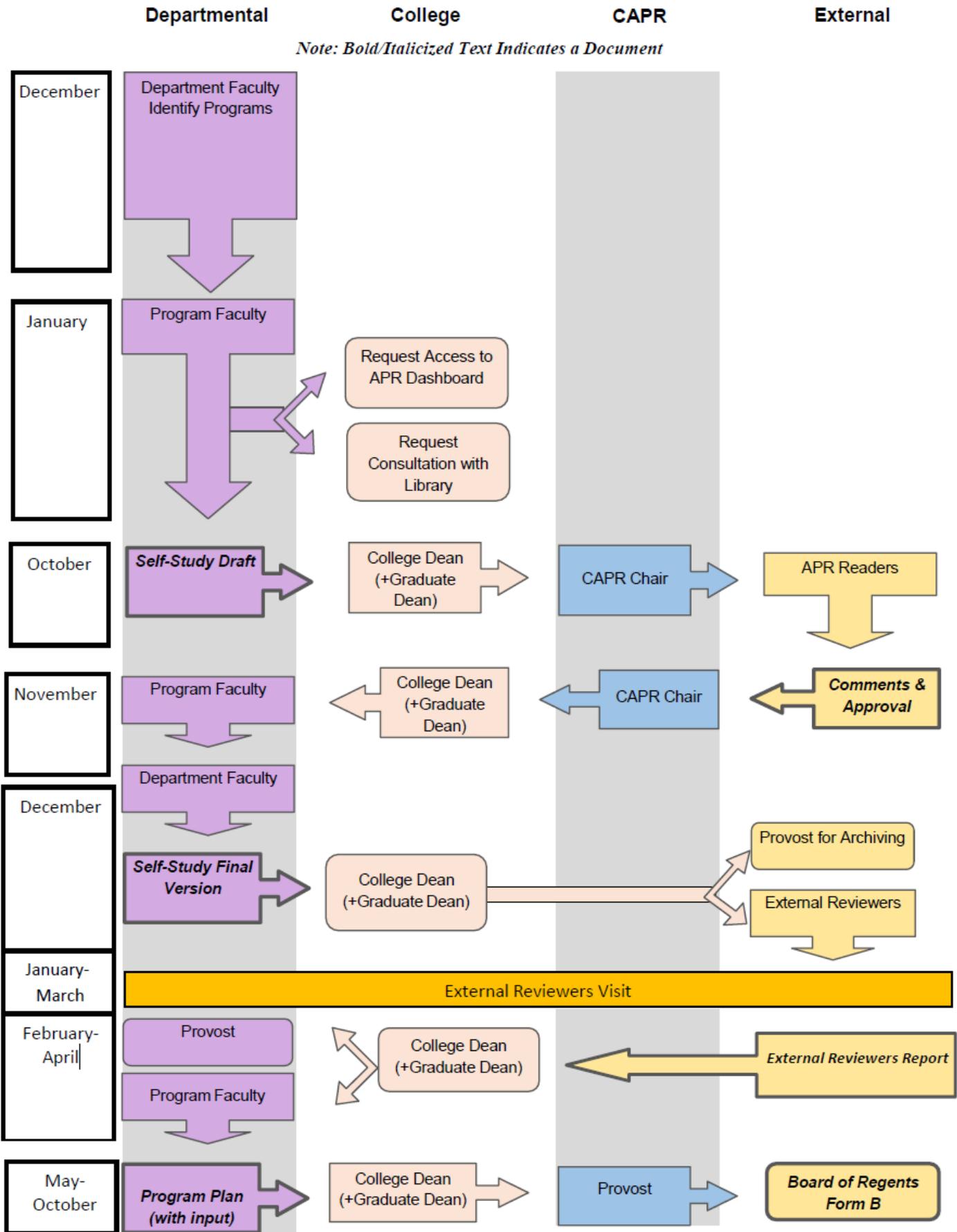
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These Detailed Procedures have been reviewed and revised by the Office of the Provost and Executive Vice President and the Committee on Academic Program Review.

KEY DATES FOR PROGRAM REVIEW FOR 2022-2023

January 3, 2022	Final list of programs and self-study coordinators due to the Dean.
January 10, 2022	Dean forwards list of programs and self-study coordinators to Chair of Committee on Academic Program Review (CAPR). Chair of CAPR forwards list to OIEP and Rod Library representatives.
January 13 & 14, 2022	Informational meetings. Deans and Department Heads notified of upcoming Academic Program Review.
January 18, 2022	Role request initiated for System: Data Warehouse – OBIEE; Role: UNI Academic Program Review, to access IE data and requests for Rod Library information initiated.
February 1, 2022	Request to replace program review with accreditation study due to Provost and Executive Vice President.
August 22, 2022	CAPR readers assigned to self-studies.
October 3, 2022	Electronic copy of self-study due to Dean, who forwards to Chair of CAPR (and to Graduate Dean if a graduate program). Chair of CAPR forwards to readers.
November 7, 2022	CAPR readers' comments due to Chair of CAPR, who forwards to Dean. Dean forwards to self-study coordinator.
November 7- December 5, 2022	Program faculty meet to discuss CAPR readers' comments; revisions made to self-studies.
December 5, 2022	Revised self-studies due to Dean and Associate Provost for Academic Affairs for archiving.
December 2022	Invitations finalized for external reviewers.
January-March 2023	External reviewer visits.
February-April 2023	The external reviewers submit their External Reviews to the Dean <u>within 30 days</u> of their visit. Reports must be submitted electronically. The Dean sends copies to the Department Head, Associate Provost for Academic Affairs, and Graduate Dean (for graduate programs). The Department Head distributes copies of the external review to ALL Program faculty.
By end of Spring 2023	Program faculty and department head meet to discuss program review findings.
April-September 2023	Dean convenes meeting with Provost & Executive Vice President, Associate Provost for Academic Affairs, and Graduate Dean (if graduate program), department head, and all program faculty to discuss program review findings and draft of the Program Plan.
September 18, 2023	Program Plan and Board of Regents Form B, Annual Listing of Academic Programs Reviewed due to Dean (and to Graduate Dean if a graduate program).
September 25, 2023	Dean submits Program Plan and Board of Regents Form B, Annual Listing of Academic Programs Reviewed to the Associate Provost for Academic Affairs.
October 2, 2023	Provost submits Board of Regents Form B, Annual Listing of Academic Programs Reviewed to the Board of Regents.



MANDATE, PURPOSE, GOAL, AND RESULTS OF ACADEMIC PROGRAM REVIEW AND STUDENT OUTCOMES ASSESSMENT

Mandate: Academic Program Reviews (including Student Outcomes Assessment) are mandated by the Board of Regents of the State of Iowa.

Purpose: The purpose of academic program review is to create a regularly scheduled, structured opportunity for programs at the University of Northern Iowa to assess their role with respect to the missions of the University, their College, and their Department; to examine and/or assert their place within appropriate strategic plans; to address program quality, effectiveness, and viability; to utilize student outcomes assessment results; and to stimulate strategic program planning and improvement. Program review also enables academic programs to obtain external peer opinion, and gives the Provost and Executive Vice President and the Deans the opportunity to assess academic programs.

Goal: The goal of academic program review is action at the program level to examine the history, present circumstances, and planned future of the program; to communicate the result of this examination through a self-study report and an external review report; to affirm aspects of the program which are satisfactory; and to initiate such modifications and enhancements of the program as appear desirable. Understandings, affirmations, and plans for modifications and enhancements should be in concert with the University's, the College's, and the Department's missions and strategic plans.

Results: The written results of program review are:

1. A Self-Study of no more than 25 pages, exclusive of title page, table of contents, list of appendices, and appendices. The Self-Study document combines narrative and data in such a manner as to describe clearly the history, present circumstances, and strategic direction of the program. (The format for the Self-Study begins on p. 12: ORGANIZATIONAL FORMAT FOR A SELF-STUDY REPORT).

2. An External Reviewers Report responsive to the self-study and the visit of the external reviewers. (See Appendix E: GUIDELINES FOR CONDUCT OF EXTERNAL REVIEWS and Appendix F: INSTRUCTIONS TO EXTERNAL REVIEWERS).

3. A Program Plan developed by program faculty in response to the self-study and external review (A suggested format is on Page 15: ORGANIZATIONAL FORMAT FOR PROGRAM PLAN). The Program Plan guides implementation of recommendations adopted.

4. Board of Regents Form B, ANNUAL LISTING OF ACADEMIC PROGRAMS REVIEWED provided to the office of the Provost and Executive Vice President and reported to the Board of Regents. (See Page 16)

GENERAL PROCEDURES FOR ACADEMIC PROGRAM REVIEW

1. The Deans of the Colleges have overall responsibility for academic program review for programs within their colleges. A Provost and Executive Vice President's committee, the Committee on Academic Program Review (CAPR), provides campus-wide leadership for program review and represents the Provost and Executive Vice President in the program review process (See Appendix A: COMMITTEE ON ACADEMIC PROGRAM REVIEW [CAPR]).

2. Academic Program Reviews are scheduled so that each University program is evaluated at least once every seven years. The Dean or Provost and Executive Vice President may request more frequent reviews of some programs as warranted by circumstances. Any other requests for variance from the master schedule shall be addressed to the Provost and Executive Vice President by the appropriate Academic Dean or the Dean of the Graduate College. In most cases, all of a department's programs will conduct academic program reviews in the same academic year.

A minimum of a seven-year master schedule of Departments whose programs will be reviewed is maintained at all times. Copies of the updated master schedule are distributed to the Academic Deans and the Dean of the Graduate College at the beginning of each fiscal year. The current master schedule can be found in Appendix B: SCHEDULE OF ACADEMIC PROGRAM REVIEWS. Interdisciplinary programs are shown on the master calendar individually.

As of Fall, 2004 the Board of Regents, State of Iowa has indicated: "Accreditation reviews should not normally substitute for academic program reviews except by prior agreement and demonstration that the accreditation review will meet all the purposes of academic program review." When program representatives wish to propose that their accreditation process meets these conditions, the department head may submit a written request no later than February 1 of the year preceding regularly scheduled program review to the Dean of the College (and the Graduate Dean, if a graduate program). This request must include a detailed comparison of the accreditation process with the program review process and must explain how the accreditation standards meet the same expectations as program review (especially in the area of student outcomes assessment). The request should also include any anticipated variance from the normal seven-year interval in the review process. The request is then reviewed by the Dean(s) in consultation with the Associate Provost for Academic Affairs. If there is agreement that the conditions are met, the request for a substitution is forwarded to the Provost and Executive Vice President, who makes the final decision. Should the accreditation process be approved for program review, the Program's Department Head is expected to submit a program plan (See Page 15: ORGANIZATIONAL FORMAT FOR PROGRAM PLAN and a Board of Regents ANNUAL LISTING OF ACADEMIC PROGRAMS REVIEWED (Page 16). These documents are due by the deadlines identified on Page 11 in the year in which the accreditation is completed. An approval to replace program review with external accreditation renews automatically for subsequent program reviews. No new request is required.

3. Determination of Programs in a Department:

The Board of Regents mandates program review, not department review.

Most academic programs are housed within single academic departments. Some interdisciplinary programs are not. While a master calendar is maintained, scheduling academic program review for departments, some departmental programs, and interdisciplinary programs, this calendar does not indicate all programs offered within each department.

Since a "program" is not a closely defined term at UNI, the Department Head, in consultation with faculty, must consider and decide what constitutes a program within the department for purposes of academic program review. The department recommends program designations for the purpose of program review to the Dean. The Dean reviews the list for completeness and forwards it to the Chair of the Committee on Academic Program Review (CAPR). The CAPR Chair compiles the Deans' lists and forwards it to the Provost and Executive Vice President for endorsement.

In deciding as to the program[s] offered within a department, please use the following guidelines:

- a) A program is an intellectually coherent set of curricular offerings.
- b) A program typically is sufficiently distinct as to require specific faculty commitments to the program.
- c) A program usually represents a choice of focus for students within the department. Departments often designate each major as a separate program. Minors are not designated as separate programs for the purpose of program review.
- d) Undergraduate programs and graduate programs in the same department must be reviewed separately, though some duplication in certain sections of the self-studies is expected.
- e) The matter of the number of external reviewers is not a consideration as to what constitutes a program. Reviewers may, in some cases, visit UNI to assess more than one program within a department provided they have sufficient expertise to do so. The Board of Regents requires a minimum of two reviewers per program.
- f) Each program designated should yield a Self-Study Report. Some or all programs in a department may share some or all components of appendices when there would be nothing gained by writing wholly individual appendices for each program, though self-study coordinators should keep in mind that reviewers at all levels (internal and external) will need to be provided all sections of the self-study, including appendices, when they conduct their review.

These guidelines are not intended to be an exhaustive list of what may be considered in designating programs within a department; they should help the Department Head in considering the program structure in a department scheduled for academic program review. The Dean will review each Department's list of suggested programs for academic program review. The Provost and Executive Vice President is the final arbiter of the determination of such programs.

4. Each program will provide data as required for the Self-Study. These data are intended to reflect the state of a program at points in time, to be reviewed for such implications as they may have for understanding and evaluating the program, and to provide a basis for conclusions drawn by the program in narrative portions of the Self-Study. Most relevant institutional data can be found on the Academic Program Review (APR) dashboard at <http://reportcenter.uni.edu/>, which can be accessed using your CatID, after securing access from the Office of Institutional Effectiveness & Planning (OIEP). APR dashboard data are compiled in real time, although some items (e.g., up-to-date second-week class-size summary reports) will be available only at specific times. Additional data are available on request from OIEP. Also, some data will be in Departmental or program files or on the APR dashboard.
 - A. Rates of program completion and average time to complete - This table on the APR dashboard examines an entering class of new freshmen and transfers. It reports graduation rates for the entire class for comparative purposes. It also reports the number of students who declared the Departmental majors from that class, the graduation rates for those students, and the average length of time from declaration to graduation.
 - B. Enrollment statistics for the preceding seven years; numbers of majors and minors in program, broken down by class year – Copies of the enrollment information by curricula and the undergraduate enrollment by minors will be available on the APR dashboard for the fall semesters for the preceding seven years. The Department's major programs will be highlighted.
 - C. Second-week class size summary reports for the past two semesters and current fall semester. A Class Size Summary Report for the past two semesters and current fall semester can be found on the Enrollment in Classes tab on the APR dashboard.
 - D. Number of degrees granted in past seven years. This information can be found on the APR dashboard.
 - E. **NOTE:** Aggregate statistics on gender and race of faculty will only be provided in response to individual requests to OIEP. Requests for this information should be initiated by **January 18**. It is important not to guess these from your own knowledge, but rather to rely on statistics provided by OIEP. The responsibility for accurate data rests with the program.

5. No later than **January 18**, the program head/self-study coordinator should meet with the Library liaison for their program. The purpose of this meeting is to discuss perceived strengths and weaknesses in library resources and services as they relate to the program. This is an opportunity for program faculty to communicate needs and concerns to the Library and for the Library and department/program to consider together how best to address these matters, particularly in preparing the Library report. Information about the Library Services is found in Appendix C.
6. These Detailed Procedures are a framework for program review generally and for the written Self-Study and External Report specifically. Programs may provide in the Self-Study supplementary narrative, data, or evidence if they believe such additional material will enhance understanding of their character and circumstance.
7. The program review process presents a valuable opportunity for program faculty to conduct a candid assessment and to consider directions and options that will strengthen the program. Program review is a useful forum for planning, leading to choices about foci and strategies. Since the written Self-Study and External Review Reports are followed by a Program Plan, the program review should be conducted and the Self-Study written so as to lead to choices about curriculum, program policies, goals, and objectives.
8. A program's Self Study may be prepared by the Department Head, another individual, or a faculty committee, as the Department Head, in consultation with program faculty, decides. However, the Dean and Provost and Executive Vice President expect the fullest involvement of program faculty in conducting the program review and in writing the Self-Study. The particular person(s) responsible for writing the Self-Study may in part be determined by the size of the program reviewed (as well as by other variables). For a larger program, designating a committee of three or four individuals to develop a draft Self-Study for review by the full program faculty and the Department Head is a particularly effective model. However the Self-Study develops and is written, all program faculty should have ample time and opportunity to read the Self-Study in its draft form(s) and as it will be submitted to the Dean and the CAPR. The Self-Study should represent a consensus of program faculty and Department Head, or should state the nature of differences in viewpoints as one or more minority reports attached to the Self-Study.
9. All Self-Studies **MUST** be submitted electronically. The length of the main text of the Self Study is limited to 25 pages in reasonable font size and with reasonable margins. The title page, table of contents, list of appendices, and appendices are excluded from this limit. Only lists, data summaries, copies of existing documents, and summary documents such as brief faculty vitae (no additional text) may be included in the Appendices. Original electronic files are strongly preferred to scanned pages, since the latter typically are very large files.
10. UNI has established a culture of assessment founded upon a shared set of guiding principles and common expectations that recognize that the “process of assessment begins with the establishment of measurable student learning outcomes (SLOs)” and the primary goal of assessment is to “improve student learning” (see Appendix G). While all programs are expected to submit annual assessment reports, this section of the Academic Program Review process is intended to provide programs the opportunity to synthesize multiple years of student learning outcomes assessment for the ongoing improvement of curriculum, programs, and services offered by the university and for accreditation processes. The Academic Program Review should focus on the ways in which assessment activities link directly to improved student learning and continuous program improvement.
11. External reviewers will be asked to visit UNI to evaluate programs conducting academic program review and to set forth that assessment in a written External Review Report. Procedures for selection of external reviewers, expectations for the External Reviews, and instructions to the external reviewers are in Appendix E: GUIDELINES FOR CONDUCT OF EXTERNAL REVIEWS and APPENDIX F: INSTRUCTIONS TO EXTERNAL REVIEWERS.

12. Following receipt of the External Reviewers' Report, the Dean, Provost and Executive Vice President and Associate Provost for Academic Affairs (and the Graduate Dean, for graduate programs) will meet with the program faculty and the Department Head to discuss the Self-Study and the External Review. Emphasis will be on validating observations and recommendations of external review reports and relating them to conclusions of the Self-Study. The Dean will schedule this meeting.
13. Following the meeting of the Dean, Provost and Executive Vice President, and Associate Provost for Academic Affairs with the program faculty and the Department Head, the Dean of the College, (and Dean of the Graduate College for graduate programs), and Department Head will continue to meet with Program Faculty to discuss the Self-Study and External Review and priorities for recommended changes. A Program Plan is then written and includes outcomes / measures for assessing whether the proposed changes will have been successfully completed.

Note: The Program Plan is a summary of those recommendations from the Self-Study and the External Review that are adopted and should guide implementation of program improvements. See Page 15: ORGANIZATIONAL FORMAT FOR PROGRAM PLAN for a recommended format. No particular length is mandated for the Program Plan.

14. All Program Plans MUST be submitted electronically. Department Head sends the Program Plan to the Dean of the College, who then forwards it to the Graduate Dean if it is a graduate program.
15. The Dean, after receipt and approval of the Program Plan, will take such steps as are necessary to see that recommendations adopted in the Program Plan are consistent with the College's Strategic Plan. Dean approves Program Plan and sends copies of the Program Plan to the Associate Provost for Academic Affairs, and Dean of the Graduate College (for graduate programs). Implementation begins.
16. Once a program has been reviewed and the follow-up meetings have occurred, the Department Head will report to the Dean annually, orally or in writing as the Dean wishes, on progress made in implementing the recommendations adopted as the Program Plan.
17. In the year following the program review, the Department Head will complete the Board of Regents ANNUAL LISTING OF ACADEMIC PROGRAMS REVIEWED [See Page 16]. Generally, the Program Plan will have developed information sufficient to respond to this request. This report will be reviewed by the Dean and forwarded electronically from the Dean's Office to the Associate Provost for Academic Affairs to be integrated into the report to the Board of Regents on the previous year's program reviews. This report is due to the Provost and Executive Vice President's Office no later than **September 25**.
18. Self-Studies and External Reviews and related reports are to be regarded as confidential. Essentially, this means that they should be distributed, at the discretion of the Dean within defined communities and not made generally accessible.

PROGRAM REVIEW SCHEDULE FOR 2022-2023

PREPARATION PHASE:

January 13 & 14, 2022

The chair of CAPR hosts informational meetings Thursday, January 13 at Noon and Friday, January 14 at 9:00 a.m., both in Seerley 119. Deans (or their designees), Department heads, self-study coordinators, and others who are responsible for providing leadership for the self-study must attend one of these meetings.

At this meeting, the chair of CAPR will provide copies of the 2022-2023 Detailed Procedures for Academic Program Review.

January 18, 2022

Self-Study Coordinator requests access to data from OIEP which can be accessed with CatID. Real time data will then be available at <http://reportcenter.uni.edu/>. Aggregate statistics on gender and race of faculty will be provided in response to individual requests to OIEP.

Meetings with Rod Library representatives should be initiated by this date.

The Department Head prepares, in consultation with faculty, a prioritized list of proposed external reviewers. The list is forwarded to the College Dean.

The College Dean (in cooperation with the Dean of the Graduate College for graduate programs) may begin to select external reviewers and confirm their availability for spring visits the following academic year. It should be made clear to prospective reviewers that final invitations and arrangements will follow in December when the Self-Study is completed and approved.

February 1, 2022

Department head sends request to Provost and Executive Vice President for replacement of program review with program accreditation study (if applicable).

February 1, 2022

Department Head identifies Departmental programs (according to Academic Program Review (APR) Procedures and in consultation with the Dean) and the individual who will be responsible for coordinating the Self-Study for each identified program. This information is conveyed to the Dean and Graduate Dean (for graduate programs).

February 8, 2022

The Dean reviews the program designations and names of self-study coordinators and forwards them to the Chair of CAPR. The Chair compiles the Deans' lists and secures approval of the Associate Provost for Academic Affairs. The Chair of CAPR notifies the Dean if there are any questions, based on the Detailed Procedures, regarding program designations.

SELF-STUDY PHASE:

February 14, 2022

The Self-study is initiated, following the organizational format and procedures provided in the Detailed Procedures.

August 22, 2022

CAPR readers assigned to each program are identified by the Chair of the CAPR to the Dean and the self-study coordinators.

- October 3, 2022 Program self-study coordinator sends one **electronic copy** of the Self-Study narrative and appendices to the Dean. PDF files are preferred, but other word processed formats are acceptable. The Dean forwards these files to the Chair of CAPR, who then forwards them to the two CAPR readers. For graduate programs, an electronic copy of the narrative and appendices is also forwarded by the Dean to the Dean of the Graduate College.
- October 3-
November 7, 2022 The CAPR readers read self-studies and prepare comments, including recommendations for changes. Those recommendations will be forwarded to the Chair of CAPR.
- November 7, 2022 The Chair of CAPR forwards readers' comments to Deans. Each Dean then forwards readers' comments to the Graduate Dean (for graduate programs) and to the self-study coordinators. If the CAPR readers recommend disapproval, they will include suggested guidelines for remediation with their comments. (The italicized paragraph near the bottom of Appendix D shows an example.) Consultations must be arranged in the time between the receipt of the readers' comments and the visit of the external reviewers.
- December 5, 2022 Revised self-studies due **electronically** to the Dean, Associate Provost for Academic Affairs, and Dean of the Graduate College (for graduate programs). The Dean notifies the Chair of CAPR which Self-Studies are complete and in accord with the Detailed Procedures.
- The Chair of CAPR provides a status report on all self-studies to the Associate Provost for Academic Affairs, the CAPR reviewers, and to the Executive Director of Undergraduate Studies.

EXTERNAL REVIEW PHASE:

- December, 2022 The College Dean finalizes invitations to the external reviewers. A **minimum of two reviewers** is required for each program. When the invitations are finalized, the Dean is responsible for sending each external reviewer well in advance of a visit to UNI, an electronic copy of these Detailed Procedures, an electronic copy of the program Self-Study, a link to the university catalog, and any other materials which the Dean believes will assist each reviewer in preparing for review of the program. In order to preclude inundating external reviewers with communications from many parties, all materials will be sent to external reviewers by the office of the Dean.
- January-March 2023 The Dean, in consultation with the Department Head, is responsible for developing an itinerary for the external reviewers' visit, including a 1-hour block for a meeting with CAPR Chair and the Associate Provost for Academic Affairs at the beginning of the visit and reserving a room for the meeting. The meeting time and place should be coordinated with the Office of the Provost and Executive Vice President (Cheryl Nedrow, 273-2518).
- The Dean is responsible for providing to the Chair of CAPR and the Associate Provost for Academic Affairs well in advance of the external reviewer(s)' visit a copy of each reviewer's vita or biographical sketch and the complete itinerary for the reviewer(s)' visit.
- January-March, 2023 External reviewers visit campus

February-April, 2023 The external reviewers submit their External Reviews to the Dean within 30 days of their visit. **External reviews are NOT sent to the Chair of CAPR.** Reports may be submitted in paper or electronically. The Dean sends copies to:

- Associate Provost for Academic Affairs
- Graduate Dean (for graduate programs)
- Department Head

The Department Head distributes copies of the external review to **ALL** Program faculty.

By end of Spring 2023 The Department Head and **ALL** Program faculty meet to discuss external reviewers' reports.

FOLLOW-UP, PLANNING, AND IMPLEMENTATION PHASE:

April-September 2023 College Dean schedules meeting with Graduate Dean (for graduate programs), Provost and Executive Vice President, Associate Provost for Academic Affairs, **ALL** Program faculty and Department Head to discuss their reactions to the Self-Study and the External Review. Emphasis is on validating observations and recommendations of external review reports.

April-September, 2023 Following the above meeting, the Dean of the College, (Dean of the Graduate College, for graduate programs), and Department Head continue to meet with **ALL** Program faculty to discuss the Self-Study and External Review and determine an appropriate Program Plan. The plan will include and specify outcomes / measures for assessing whether the Program Plan will have been successfully completed.

September 18, 2023 Department Head and Program faculty complete the Program Plan and send to Dean. [See Page 15: ORGANIZATIONAL FORMAT FOR PROGRAM PLAN.]

September 18, 2023 Department Head submits to Dean, the Board of Regents ANNUAL LISTING OF ACADEMIC PROGRAMS REVIEWED for each program reviewed during the 2022-23 APR cycle. [See Page 16]

September 25, 2023 Dean approves Program Plan and sends copies of the Program Plan to the Associate Provost for Academic Affairs and Dean of Graduate College (for graduate programs). Implementation begins.

September 25, 2023 Dean submits to the Associate Provost for Academic Affairs the Board of Regents ANNUAL LISTING OF ACADEMIC PROGRAMS REVIEWED for each program reviewed during the 2022-23 APR cycle.

October 2, 2023 Provost submits Board of Regents Form B, Annual Listing of Academic Programs Reviewed to the Board of Regents.

Summer, 2024 First annual report by Department Head to Dean and Graduate Dean for graduate programs on progress in implementing the Program Plan.

ORGANIZATIONAL FORMAT FOR A SELF-STUDY REPORT

In order to assure consistency and to provide for appropriate comparisons, all programs are to follow the same format for the Self-Study. The Self-Study will include the following sections:

I. Title Page

The title page must include the name of the principal author or contact person for the self-study. It is not numbered.

II. Table of Contents

A list of appendices must be included as well. These pages should be numbered (i, ii, iii....)

III. Introduction

The introduction should include the name of the campus unit responsible for delivery of the program, department, school and college administering the unit, a brief history of the program, and program goals and objectives. UNI, College, Graduate College, and/or Department Mission Statements are often included. The first page of the Introduction should be numbered as page 1.

The following data, at least, must be included as Self-Study Appendices:

- 1) Last External Reviewers Reports
- 2) Last/Current program plan. This document may have a different title, such as "Response to External Reviewer's Report."

IV. Curriculum

Analysis of data, including items listed below, current trends in the discipline/field, and other relevant factors, constitutes the core of this section. Strengths and weaknesses of the curriculum should be discussed. Related issues may be addressed as well, including: recent or anticipated changes in courses or program requirements; impact of any non-degree and/or service curricula on other programs within the College or University; delivery of any external/distance learning courses; opportunities for student research, experiential learning and/or service learning; and/or unique features of the program's curriculum. The section should conclude with recommendations for improvement of program curriculum.

The following data, at least, must be included in the text or as Self-Study Appendices:

- 1) Requirements for completing program
- 2) List of courses currently offered with catalog descriptions
- 3) Plan of Study for program
- 4) Schedule of course rotations; any deviation from this rotation should be noted.
- 5) Rates of program completion (See 4.A. on page 6.)

V. Academic Program Assessment

UNI has established a culture of assessment founded upon a shared set of guiding principles, underlying assumptions, and common expectations that recognize that the "process of assessment begins with the establishment of measurable student learning outcomes (SLOs)" and the primary goal of assessment is to "improve student learning" (see Appendix G). While all programs are expected to submit annual assessment reports, this section of the Academic Program Review process is intended to provide programs the opportunity to synthesize multiple years of student learning outcomes assessment for the ongoing improvement of curriculum, programs, and services offered by the university and for accreditation processes. This section of the Academic Program Review should focus on the ways in which assessment activities link directly to improved student learning and continuous program improvement. It should briefly describe:

- 1) A summary of important findings from assessing student outcomes, including the strengths and challenges facing students
- 2) Recommendations for improvement/changes to specific courses and/or program curriculum
- 3) Recommendations for improvement in departmental SOA processes
- 4) Identification of specific changes made in the program as a result of the recommendations described above and information derived from student outcomes
- 5) A copy of the most recent SOA report must be included as an appendix

VI. Students

Enrollment patterns and projected changes in enrollment should be analyzed in this section. A table with number of majors for each of the past seven years and projections for future years must be included in this section rather than as an Appendix. Departmental attention to recruitment, diversity, advising and placement of students should be discussed. Strengths and weaknesses of students entering the program should be identified. Recommendations for improvement of student recruitment, retention, and quality, as well as implications for program growth and demand for graduates, should be addressed.

The following data, at least, must be included in the text or as Self-Study Appendices (See 4.B, 4.C, and 4.D on page 6):

- 1) Enrollment statistics
- 2) Class size data for the past two semesters and current fall semester.
- 3) Number of degrees granted in past seven years.

VII. Faculty/Staff

The balance in teaching and research interests among faculty who teach in the program, as these issues relate to program quality, should be analyzed and discussed in this section. Areas of expertise that will be needed in the future, based on discipline/employment trends, should be identified. Recommendations may be made for strengthening faculty.

The following data, at least, must be included in the text or as Self-Study Appendices:

- 1) List of faculty indicating name, highest degree, rank, and areas of specialization.
- 2) Aggregate statistics on gender and race of faculty, gathered from the Office of Institutional Effectiveness & Planning (OIEP) – it is important not to guess these from your own knowledge, but rather to rely on statistics reported by OIEP.
- 3) Summary vitae [no more than three pages for each faculty member] of all program faculty with the following content for each:
 - a) Name
 - b) Rank/Title
 - c) Degrees earned
 - d) Academic [higher education] teaching and related experience.
 - e) Primary duties and/or specialties in the Department.
 - f) Courses taught in previous three academic years
 - g) Highlights of scholarship/research/major publications in the past seven years
 - h) Summary of external grants received in the past seven years.
 - i) Summary of service activities in the past seven years.

Though there is no standard format for summary vita for program review other than what is stated in a-i above, it may be useful for a particular program to establish its own summary vita format in order to facilitate external review.

VIII. Facilities and Resources

In this section, the strengths and weaknesses of physical facilities available to the program should be described. Strengths and weaknesses of other resources such as library, computing, media and equipment, and research and teaching support should also be discussed. Web-based resources, such as eLearning, may be addressed in this section. Recommendations for strengthening facilities and resources may be made.

The following data, at least, must be included as Self-Study Appendices:

- 1) Description of physical facilities where program resides.
- 2) Library report (See Appendix C).

IX. Budget and Finance

The data in the appendices should be analyzed in a discussion of overall program budget, with an emphasis on strengths and weaknesses. Budget recommendations may be made.

The following data, at least, must be included as Self-Study Appendices:

- 1) Average salaries for full, associate, and assistant professors
- 2) Average salaries for staff personnel
- 3) Amounts budgeted for students, equipment, supplies and services, travel, research, etc.

X. Program Highlights

Describe any current aspects of the program about which the faculty is particularly enthusiastic.

XI. Summary

Briefly describe future directions for the program to which the program faculty aspire, and summarize major recommendations for program improvements that are conclusions of this Self-Study.

Minority Opinions:

The entire faculty of a program should have the opportunity to read and comment, in writing, on their program's self-study. Signed minority opinions for any part(s) of the Self-Study Report with which a member of the program remains in disagreement should be included here. Minority opinions do not count against the 25-page text limit. Responses to minority opinions should not be included in the Self Study Report.

Appendices:

No additional original text supplementing the 25-page narrative limit may be included in appendices. Lists, data summaries, copies of existing documents, and summary documents (such as brief faculty vitae) may be included. Some or all programs within a department may use some or all of the same appendices. Rather than attaching individual appendices or a folder containing many smaller files, appendices should be compiled into one or two large electronic files (PDFs preferred). The appendices should be clearly identified and titled or, better yet, they can be separated by single pages that are labeled with designations (e.g., Appendix A) and titles.

Attachments:

Printed materials describing the program; including recruitment brochures, special program publications, etc.

ORGANIZATIONAL FORMAT FOR PROGRAM PLAN

Following the year of academic program review, the Department Head and the program faculty will initiate the writing of a Program Plan, in accord with General Procedure #13, page 8. A suggested format for the Program Plan follows:

- A. Based on the Self-Study, the Student Outcomes Assessment Process, the External Review, and other considerations, indicate, as appropriate:
1. Which recommendations are to be adopted for the program? Which recommendations are not to be adopted? State reasons for not adopting recommendations. [NOTE: In 1994, the Board of Regents emphasized that programs need to "focus ... recommendations on program improvement as opposed to heavy emphasis on new resource needs."]
 2. How will the program faculty proceed to implement the adopted recommendations?
 3. What is a realistic timetable for implementation/completion of adopted recommendations?
 4. How will the program more effectively use outcomes assessment measures to improve program quality and to enhance the educational experience of students in the program?
 5. What resources if any, will need to be reallocated in order to implement the adopted recommendations? What are the implications of any reallocation for other parts of the program?
- B. Indicate which planned changes in the program derive all or in part from: a] the Self-Study Report and/or b] the External Review. When possible, reference the Self-Study Report and/or the External Review by page and line number.
- C. Other: this section is made available for comments, ideas, suggestions, and observations not easily accommodated by the above format.

By September 18, 2023, the Department Head submits a copy of the Program Plan to the Dean of the College. It is important for the department to retain an archived copy of this document.

The Dean will indicate approval of the Program Plan and forward to the Provost and Executive Vice President, Associate Provost for Academic Affairs, and Graduate Dean (for graduate programs) by **September 25, 2023**.

BOARD OF REGENTS ANNUAL LISTING OF ACADEMIC PROGRAMS

Academic program review is mandated by the Board of Regents, State of Iowa. A form for each program reviewed in 2022-2023 must be submitted to the College Dean by **September 18, 2023**. They are due no later than **September 25, 2023** to the Associate Provost for Academic Affairs.

**FORM B
Board of Regents, State of Iowa**

**Annual Listing of Academic Programs
(Form revised: September 2017)**

THE PURPOSE OF ACADEMIC PROGRAM REVIEW: Board of Regents Policy (3.6) requires that each Regent university review each academic program once every seven years to ensure that the program being reviewed is still relevant, of the highest quality and consistent with the institution's mission and strategic plan.

1a. Institution _____

1b. College _____

2a. Name of the program reviewed: _____

2b. List degree level(s) of the program reviewed (be specific) _____

2c. List date(s) of program review: _____

3a. Is this program accredited? Yes _____ No _____

3b. Date of last accreditation: _____

4. Is this the first time that this program has been reviewed since initial approval?
Yes _____ No _____

5a. If new, has the program met all the goals and objectives planned at the time it received approval by the Board of Regents? Yes _____ No _____

5b. For new programs, describe any changes to the goals and objectives since initial approval.

6a. List headcount enrollment for the past five years (total number of students at each level with a major in this program).

	Fall 20__				
Undergraduate					
Master's					
Doctoral					
Professional					

6b. If a significant change (20% or more) in enrollment occurred since the last review, please explain the reason(s).

7a. List number of graduates at each level with a major in this program during the past five years.

	20__	20__	20__	20__	20__
Undergraduate					
Master's					
Doctoral					
Professional					

7b. If a significant change (20% or more) in the number of graduates occurred since the last review, please explain the reason(s).

8. If available, describe placement outcomes since the last review (or since program inception for new programs).

9. Describe any major changes planned for the program during the next 2-3 years.

APPENDIX A

COMMITTEE ON ACADEMIC PROGRAM REVIEW (CAPR)

A Provost and Executive Vice President's committee, the Committee for Academic Program Review (CAPR), oversees the program review process; providing guidance to programs conducting program reviews, and functioning as liaison between the Provost and Executive Vice President and the programs, the Departments, and the Deans, as requested. CAPR is composed of seven senior faculty members (including the Chair) all appointed by the Provost and Executive Vice President, along with the Executive Director of Undergraduate Studies, who serves as an ex-officio member of the committee. Members include faculty representation from each of the four academic Colleges and the Graduate College. Members of the committee may represent both an academic College and another constituency, for example, the Graduate College, if the appointed committee member is a member of the Graduate Faculty. The term of service is three years.

CAPR is responsible to the Provost and Executive Vice President. CAPR's primary functions are:

1. to develop and revise as appropriate Detailed Procedures governing academic program review and student outcomes assessment at UNI for the Provost and Executive Vice President's approval.
2. to oversee the overall conduct of academic program reviews and student outcomes assessments at UNI. The Deans are responsible for monitoring processes in their colleges.
3. to assist programs in adhering to the Detailed Procedures, including the program review schedule and deadlines and by interpreting the Detailed Procedures as necessary.
4. to review self-studies for completeness and procedural conformity. [Note: The Dean is responsible for reviewing the self-study for errors in fact.]
5. to submit to the Self-Study Coordinator and the Dean summary remarks (both critical and laudatory) pertaining to the Self-Study Report as s/he believes may be useful. [Note: The Dean is responsible for insuring that recommended changes and corrections are made in the self-study before it is approved.]
6. to meet with external reviewers to assist them in understanding their charge (see Appendix F) and to provide such general background for program review at UNI as may seem useful.
7. to meet with the Dean on request to discuss programs having completed self-studies, the Self-Study Reports themselves, and the External Reviews.
8. to make recommendations for modifications to the program review process, as detailed in this document, to the Associate Provost for Academic Affairs.

APPENDIX B

**UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)**

College of Business			REVIEW YEAR											
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Accreditation Organization or Other External Agency
College of Business							Accredit.					Accredit.		Assoc. to Advance Collegiate Schools of Business International (5-year cycle)
Accounting	All	Grad					Accredit.					Accredit.		
	All	UG					Accredit.					Accredit.		
Economics	All	UG					Accredit.					Accredit.		
Finance	All	UG					Accredit.					Accredit.		
Management	All	UG					Accredit.					Accredit.		
Marketing and Entrepreneurship	All	UG					Accredit.					Accredit.		
Masters in Business Administration (MBA)	All	Grad					Accredit.					Accredit.		

**UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)**

College of Education			REVIEW YEAR											Accreditation Organization or Other External Agency
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
Curriculum & Instruction	Early Childhood Education	Grad		Prog Rev							Prog Rev			
	Early Childhood Education - Teaching	UG		Prog Rev							Prog Rev			
	Elementary Education	Grad			Prog Rev							Prog Rev		
	Elementary Education	UG			Prog Rev							Prog Rev		
	Learning Technology and Instructional Design	Grad					Prog Rev							
	Literacy Education	Grad			Prog Rev							Prog Rev		
	Middle-Level Education-Teaching	UG			Prog Rev							Prog Rev		
	School Library Studies	Grad	Prog Rev							Prog Rev				
Ed.D. – Doctor of Education		Grad					Prog Rev							
Educational Psychology, Foundations, & Leadership Studies	Educational Psychology	Grad			Accredit.									Co-accreditation with School Psychology Ed.S. Program (7-year cycle)
	Postsecondary Education	Grad					Prog Rev							
	Principalship	Grad				Other					Other			Iowa Dept. of Education State Review (5-year cycle)
	School Psychology Ed.S.	Grad			Accredit.									National Assoc. of School Psychologists (7-year cycle)
	Teacher Leadership Int'l Ed	Grad						Prog Rev						

**UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)**

College of Education (continued)														
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Accreditation Organization or Other External Agency
Health, Recreation & Community Services	Athletic Training	Grad						Accredit.						Commission on Accreditation of Athletic Training Education (CAATE) (5-year cycle)
	Athletic Training & Rehabilitation Studies	UG					Prog Rev							
	Public Health	UG		Prog Rev							Prog Rev			
	Community Health & Recreation	Grad							Prog Rev					
	Recreation, Tourism & Non-Profit Leadership	UG					Accredit.							Council on Accreditation of Parks, Recreation, Tourism, and Related Programs (COAPRT) (7-year cycle)
	Philanthropy & Non-Profit Development	Grad							Prog Rev					
Kinesiology	Movement & Exercise Science	UG			Prog Rev							Prog Rev		
	Physical Education	Grad			Prog Rev							Prog Rev		
	Physical Education-Teaching	UG			Prog Rev							Prog Rev		
Special Education	All	Grad		Prog Rev							Prog Rev			
Teaching	Student Teaching	UG				Other					Other			Iowa Dept. of Education State Review (5-year cycle)

UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)

College of Humanities, Arts, & Sciences			REVIEW YEAR												
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Accreditation Organization or Other External Agency	
Applied Engineering and Technical Management	Automation Engineering Technology	UG									Prog Rev				
	Construction Management	UG		Deferred	Prog Rev						Prog Rev				
	Electrical Engineering Technology	UG		Accredit.						Accredit.				Accreditation Board of Engineering Technology (ABET) (6-year cycle)	
	Graphic Technology	UG	Accredit.						Accredit.					Accrediting Council for Collegiate Graphic Communications (ACCGC) (6-year cycle)	
	Manufacturing Engineering Technology	UG		Accredit.						Accredit.				Accreditation Board of Engineering Technology (ABET) (6-year cycle)	
	Technology	Grad							Prog Rev						
		UG							Prog Rev						
	Technology and Engineering Education Training	UG				Other					Other			Iowa Dept. of Education State Review (5-year cycle)	
Technology Management	UG	Prog Rev							Prog Rev						
Art	All	UG				Prog Rev							Prog Rev		
	Art Education	Grad				Prog Rev							Prog Rev		
Biology	All	Grad						Prog Rev							
	All	UG						Prog Rev							
Chemistry and Biochemistry	All	UG					Prog Rev								
Communication and Media	Communication and Media	Grad		Prog Rev							Prog Rev				
	Communication Studies	UG		Prog Rev							Prog Rev				
	Digital Media	UG		Prog Rev							Prog Rev				
	Interactive Digital Studies	UG		Prog Rev							Prog Rev				
	Public Relations	UG		Prog Rev							Prog Rev				

UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)

College of Humanities, Arts, & Sciences (cont.)														
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Accreditation Organization or Other External Agency
Communication Sciences and Disorders	Communication Disorders	UG					Prog Rev							
	Speech-Language Pathology	Grad		Accredit.								Accredit.		Council on Academic Accreditation in Audiology & Speech-Language Pathology (CAA) (8-year cycle)
Computer Science	All	UG				Prog Rev							Prog Rev	
Earth & Environmental Sciences	Earth Science	UG							Prog Rev					
	Environmental Science	UG							Prog Rev					
Languages and Literature	English	Grad			Prog Rev							Prog Rev		
	English	UG			Prog Rev							Prog Rev		
	English-Teaching	UG			Prog Rev							Prog Rev		
	English/TESS	Grad			Prog Rev							Prog Rev		
	Spanish	UG			Prog Rev							Prog Rev		
	Spanish-Teaching	UG			Prog Rev							Prog Rev		
	TESOL	UG			Prog Rev							Prog Rev		
	TESOL	Grad			Prog Rev							Prog Rev		
	TESOL/Spanish	Grad			Prog Rev							Prog Rev		
	TESOL/Spanish	UG			Prog Rev							Prog Rev		
TESOL-Teaching	UG			Prog Rev							Prog Rev			
Mathematics	Community College Teaching	Grad				Prog Rev							Prog Rev	
	Industrial Mathematics P.S.M.	Grad				Prog Rev							Prog Rev	
	Mathematics	Grad				Prog Rev							Prog Rev	
	Mathematics	UG				Prog Rev							Prog Rev	
	Mathematics - Middle Grades	Grad				Prog Rev							Prog Rev	
	Mathematics - Statistics/Actuarial Science	UG				Prog Rev							Prog Rev	
	Mathematics - Teaching	UG				Prog Rev							Prog Rev	
	Secondary Teaching	Grad				Prog Rev							Prog Rev	

UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)

College of Humanities, Arts, & Sciences (cont.)														
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Accreditation Organization or Other External Agency
Music	All	Grad	Accredit.										Accredit.	National Association of Schools of Music (NASM) (10-year cycle)
	All	UG	Accredit.										Accredit.	National Association of Schools of Music (NASM) (10-year cycle)
Philosophy and World Religions	Philosophy	UG							Prog Rev					
	Study of Religion	UG							Prog Rev					
Physics	All	UG							Prog Rev					
Science Education	All	Grad								Prog Rev				
	All	UG								Prog Rev				
Theatre	All	UG										Accredit.	National Association of Schools of Theatre (NAST) (10-year cycle)	

**UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)**

College of Social & Behavioral Sciences			REVIEW YEAR											Accreditation Organization or Other External Agency
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
Geography	All	Grad			Prog Rev							Prog Rev		
	All	UG			Prog Rev							Prog Rev		
History	All	Grad		Prog Rev							Prog Rev			
	All	UG		Prog Rev							Prog Rev			
Political Science	Political Communication	UG				Prog Rev							Prog Rev	
	Political Science	UG				Prog Rev							Prog Rev	
	Public Administration	UG				Prog Rev							Prog Rev	
	Master of Public Policy	Grad				Prog Rev							Prog Rev	
Psychology	All	Grad									Prog Rev			
	All	UG									Prog Rev			
School of Applied Human Sciences	Counseling	Grad				Accredit.								Council for Accreditation of Counseling and Related Educational Programs (CACREP) (8-year cycle)
	Family Services	UG						Prog Rev						
	Gerontology	UG						Prog Rev						
	Interior Design	UG				Accredit.								Council for Interior Design Accreditation (CIDA) (6-year Cycle)
	Textiles & Apparel	UG						Prog Rev						
Social Work	All	Grad				Accredit.								Council on Social Work Education (8-year cycle)
	All	UG				Accredit.								Council on Social Work Education (8-year cycle)
Sociology, Anthropology, and Criminology	Anthropology	UG					Prog Rev							
	Criminology	UG					Prog Rev							
	Sociology	UG					Prog Rev							

**UNIVERSITY OF NORTHERN IOWA
SCHEDULE OF ACADEMIC PROGRAM REVIEWS (2020-21 TO 2030-31)**

Interdisciplinary			REVIEW YEAR											Accreditation Organization or Other External Agency
Department	Program	Grad/UG	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	
Interdisciplinary	Environmental Resource Management	UG						Prog Rev						
	General Studies	UG						Prog Rev						
	Liberal Studies	UG						Prog Rev						
	Social Science	Grad		Prog Rev							Prog Rev			
	Social Science Education	UG		Prog Rev							Prog Rev			
	Women's and Gender Studies	Grad					Prog Rev							

APPENDIX C

ROD LIBRARY RESOURCES AND SERVICES

The Rod Library provides a full range of services to academic programs. The Library's website (www.library.uni.edu) provides information about the following services:

1. FACILITIES, STAFFING, AND HOURS OF OPERATION
2. LIBRARY COLLECTIONS (with statistics and titles specific to program under review)
3. UNISTAR: ON-LINE PUBLIC ACCESS CATALOG
4. COLLECTION MANAGEMENT PROGRAM (with materials expenditures for related subject areas for three-year period)
5. REFERENCE SERVICES
6. LIBRARY INSTRUCTION
7. ELECTRONIC DATABASE SEARCHING (with general information and identification of resources specific to program under review)
8. INTERLIBRARY LOAN SERVICE
9. CIRCULATION SERVICES (circulation, reserve, equipment)
10. PHOTOCOPY SERVICE

APPENDIX D

ACADEMIC PROGRAM REVIEWER FEEDBACK

PROGRAM:

CAPR REVIEWER:

_____ **FIRST READER** or _____ **SECOND READER**

DATE READ:

1. Self-study elements which appear to be missing, or inadequately, incorrectly, or confusingly presented:
2. Typographical, grammatical, spelling errors, etc.:
3. Aspects of self-study which deserve special praise:
4. Other comments:

5. **I RECOMMEND:**

_____ Approve self-study as written.

[Program area may proceed to invitation of external reviewers.]

_____ Approve self-study; note suggestions for improvement.

[Changes to the self-study are optional; program area may proceed to invitation of external reviewers.]

_____ Disapprove self-study; note items which must be addressed or changed before self-study is acceptable.

[For example: This study is disapproved due to deficiencies in the SOA plan. It is recommended that the chair of the self-study committee schedule a consultation with the Executive Director of Undergraduate Studies. Members of the self-study committee, the chairs of the assessment committee for the department and/or college, the Department Head, and the Dean may also attend the consultation session.]

Electronic files for the final revised versions of Section V (Student Outcomes Assessment) and any appendices related to student outcomes assessment are to be submitted to the Office of Undergraduate Studies.

After a self-study report has been revised, for whatever reasons, the revised self-study must be submitted to the Dean before approval will be given to proceed with invitations to external reviewers.

Reviewer's signature

APPENDIX E

GUIDELINES FOR CONDUCT OF EXTERNAL REVIEWS

External review of academic programs is one method to ensure a balanced, unbiased, and discipline-wide perspective on the program being reviewed. The following pertain to processes and persons involved in external review of academic programs:

1. Every program conducting an academic program review will be reviewed by external reviewers.
2. The number of external reviewers for a program in relation to the number of programs being reviewed within a Department is decided by the Dean of the College [and Graduate Dean, for graduate programs]. In some instances, outside reviewers may be able to examine more than one program in a single visit, if they have the expertise to do so. The Board of Regents requires the use of a minimum of two external reviewers per program. Costs associated with external reviews will be split 50/50 between the College and the department.
3. External reviewers may be from within or outside Iowa and the Regents' system. External reviewers may be from institutions similar to UNI or dissimilar to UNI. The principal criterion for selecting external reviewers is the capacity of the reviewers to contribute to an objective assessment of the program(s) being reviewed. External reviewers may be alumnae/alumni of UNI. Also, individuals who have served as external reviewers in the past may be invited to serve again. If review of a Self-Study reveals deficiencies in the program's Student Outcomes Assessment plan, the selection of at least one external reviewer with expertise in SOA is strongly encouraged.
4. The faculty in the program being reviewed and the Department Head, after consultation, will recommend persons qualified to conduct the external review to the appropriate Academic Dean. The Dean will assess the persons recommended, and will be responsible for approving reviewers. In those exceptional cases in which the Dean feels that s/he cannot approve reviewers from the list submitted by the Department Head, the Dean and Department Head will work together to decide on mutually agreeable reviewers.

Commonly asked questions:

1] May external reviewers be paid honoraria for their work [above expenses]?

Answer: Yes.

2] Is there a standard or a maximum honorarium paid to external reviewers?

Answer: There is no standard honorarium. Many external reviewers have done their reviews for expenses only as a professional service. The actual amount of the honorarium, if it is decided to pay an honorarium, is a matter of negotiation between the program/Dean and the prospective external reviewer.

5. All arrangements for the visits of external reviewers, including invitations, letters of contract, payment, travel, lodging, meals, working space, requested equipment, and itinerary, will be made by the Dean of the College (or a designee). The Dean (or a designee) will assure collection of receipts for reimbursable expenditures associated with external review, and will ensure prompt payment for such expenditures.
6. The Dean will provide each external reviewer, well in advance of a visit to UNI, an electronic copy of these Detailed Procedures, an electronic copy of the program Self-Study, a link to the university catalog, and any other materials which the Dean believes will assist each reviewer in preparing for review of the program. In order to preclude inundating external reviewers with communications from many parties, all materials will be sent to external reviewers by the office of the Dean.

7. The length of the visit of external reviewers is not prescribed. This should be decided in consultation between the Dean and the Head of the Department housing the program(s). However, experience has indicated that a full two days is usually the minimum required to complete a satisfactory external review of a program.
8. The Dean (or designee) will be responsible for providing to the Chair of the Committee on Academic Program Review and Associate Provost for Academic Affairs well in advance of the external reviewer(s)' visit:
 - a] a copy of each reviewer's vita or a biographical sketch.
 - b] an itinerary for the reviewer(s)' visit, scheduling a 1-hour block for a meeting with CAPR and Associate Provost for Academic Affairs at the beginning of the visit. CAPR's meeting time and place should be coordinated with the Chair of CAPR.
9. The external reviewer(s) will be scheduled to meet with all faculty of the program, key staff, as many students as is feasible (individually or in groups), the Department Head, the Academic Dean, the Dean of the Graduate College (if graduate program) and CAPR. The external reviewer(s) will **not** meet with the Provost and Executive Vice President or the President. It is useful to provide the external reviewer(s) with a block of time when s/he/they may be available to individual faculty who wish to discuss the program. The Dean may wish to schedule an "exit interview" with the external reviewer(s).
10. External reviewers will provide the Dean of the College a report (the External Review) assessing the program(s) reviewed WITHIN THIRTY DAYS OF THEIR VISIT TO UNI. If this report is sent as an electronic file, a signed written copy should follow within two weeks. The External Review will be understood to reflect a consensus of reviewers unless otherwise stated. The External Review is sent only to the Dean. In cases when external reviewers assess more than one program, a separate External Review will be written and submitted to the Dean for each program reviewed.
11. The Dean will provide copies of the External Review to the Provost and Executive Vice President, Associate Provost for Academic Affairs, the Dean of the Graduate College (for graduate programs), and the Department Head where the program is housed.
12. Department Heads will ensure that program faculty have had ample time and opportunity to read the External Review.
13. External Reviews may sometimes be construed to contain errors of fact, omissions, oversights, and so forth. Views to this effect should be expressed to the Dean during the follow-up meetings.

APPENDIX F

INSTRUCTIONS TO EXTERNAL REVIEWERS

The Provost and Executive Vice President of the University of Northern Iowa welcomes you to the University. The following constitutes the charge to external reviewers:

1] External reviewers are responsible to the Provost and Executive Vice President and to the Dean of the College which houses the program being reviewed. External reviewer reports shall be submitted to the Dean ONLY. The Dean will distribute the External Reviews within the University as appropriate.

2] The Committee on Academic Program Review (CAPR) is the Provost and Executive Vice President's committee responsible for structuring and overseeing the process of academic program review. External reviewers may communicate with the Dean of the college for clarification of any portion of the Detailed Procedures (this document). External reviewers will meet with the Associate Provost for Academic Affairs and the Chair of CAPR at a time specified on their itinerary in order to share with reviewers the general University setting for program review and such other considerations as may be helpful.

3] The Academic Dean of the College housing the program being reviewed (or a designee) is host to the external reviewers. All contacts concerning reimbursement, transportation, accommodations, itinerary, requests for facilities and equipment, and so forth will be directed to the Academic Dean (or a designee.)

4] External reviewers should review this document [Detailed Procedures] carefully prior to visiting the campus.

5] External reviewers will write an External Review (one report for each program being reviewed) addressing both the program's Self-Study and the program as assessed during their visit to UNI. Though a particular format for the External Review has not been specified, the Dean(s) and Provost & Executive Vice President will value especially in the External Review Report clear, objective analysis of the program being reviewed.

Primary emphasis in the review should be an analysis and subsequent recommendations regarding the program curriculum and its effectiveness. The external review should not focus on personnel or resources since these issues are beyond the scope of the review and are addressed through other processes.

The Provost and Executive Vice President, Dean and program representatives will particularly value specific recommendations for change/development in the program reviewed in the context of the following general matters:

- A. **QUALITY:** Does the program evince the level of quality you hope for and expect in a program of this nature? Is the quality of the curriculum, student outcomes assessment, teaching, learning, and related academic activity at levels appropriate to UNI's aspirations to provide a premier University education? How could program quality be improved?
- B. **CENTRALITY:** Is the program central or peripheral to the articulated missions of the Department, the College, and the University? If peripheral, is there special reason to offer the program aside from centrality to these missions?
- C. **DEMAND:** What conclusions do you draw as to the demand for this program as presently constituted and functioning, on the part of students, employers, and/or graduate and professional programs? As it is possible, project trends in demand for this program. Are there steps which might be taken by the program to enhance demand for its curriculum and for its graduates?
- D. **COST:** Is investment in the program, as you understand it, a reasonable/critical use of a public University's funds under conditions of competition for institutional dollars? Is the program "cost-effective"? Are there steps which might be taken by the University/program to make the program more cost-effective?

- E. **OTHER:** Does your review substantiate the conclusions about the program set forth in the program's Self-Study? Has the program identified and provided data adequate to substantiate its conclusions? Do you endorse specific recommendations set forth in the Self-Study? Are there particular aspects of the program on which you have not yet been asked to comment but which require special note?

6] The External Review Report will be submitted to the DEAN of the appropriate college ONLY within 30 days of the conclusion of the external reviewers' visit to UNI. If this report is sent as an electronic file, a signed written copy should follow within two weeks. [Note: Reviews of graduate programs should be sent to the Dean of the College in which the program is housed, not to the Graduate Dean.] College Deans' addresses are listed below:

Leslie Wilson, Dean
College of Business
University of Northern Iowa
Cedar Falls, Iowa 50614-0123

John Fritch, Dean
College of Humanities, Arts and
Sciences
University of Northern Iowa
Cedar Falls, IA 50614-0358

Colleen Mulholland, Dean
College of Education
University of Northern Iowa
Cedar Falls, IA 50614-0610

Brenda Bass, Dean
College of Social and Behavioral Sciences
University of Northern Iowa
Cedar Falls, IA 50614-0403

APPENDIX G

STUDENT LEARNING OUTCOMES ASSESSMENT GUIDING PRINCIPLES AND ASSESSMENT PROCESSES

Guiding Principles

1. The university recognizes that the primary motive for academic assessment is to improve student learning.
2. The assessment of student learning should be meaningful to all stakeholders:
 - a. Students will be better positioned to take responsibility for their own learning if educational goals and objectives are clearly defined and measured.
 - b. The University of Northern Iowa is accredited by the Higher Learning Commission (<https://www.hlcommission.org/Policies/criteria-and-core-components.html>). A primary component of achieving accreditation is evidence of an active program of assessment of student learning within all academic and co-curricular programs.
 - c. Assessment provides faculty and staff with a forum to discuss student learning.
3. Faculty/staff are expected to be active participants in assessment activities.
4. Programs will engage in the continuous direct assessment of student learning.
5. The process of assessment begins with the establishment of measurable student learning outcomes (SLOs).

Assessment Processes

Program faculty will demonstrate student achievement by engaging in the following four step continuous assessment process:

1. Identify measurable student learning outcomes.
2. Intentionally and systematically measure the SLOs using direct assessment methods.
 - a. Note: While indirect assessment (or indirect evidence) of student learning can provide a program with useful information, it cannot be the sole evidence used to student learning and does not meet HLC requirements.
3. Analyze the assessment results pertaining to the outcome being measured.
4. Provide evidence that assessment results are being used to improve student learning.

Programs will ensure that each learning outcome is assessed at least once within academic program review or program accreditation cycles.

UNI Student Learning Outcomes (SLO)

Critical Thinking

Graduates will demonstrate critical thinking through the ability to evaluate, analyze, and integrate information from a variety of sources in order to develop reasoned positions and solutions to problems.

Communication

Graduates will display competence in oral, written, and visual communication, as appropriate for their discipline.

Program Content Knowledge

Graduates will demonstrate discipline-specific knowledge and skills in their major fields of study.

Additionally, graduate and undergraduate programs have outcomes specific to their programs and degree offerings. We maintain that students are better positioned to take responsibility for their own learning if educational goals and objectives are clearly defined and measured. Program-specific student learning outcomes (SLOs) can be accessed via UNI Academic Catalog (<https://catalog.uni.edu/learningoutcomes/>).