

Annual Report  
Faculty Committee on Program Review  
Stephen F. Hamilton, Chair  
September 2001

The Faculty Committee on Program Review (FCPR) was created by the Faculty Senate in September 1996. Its first three years, with Peter Stein as chair, were devoted to putting procedures and guidelines in place, planning for a cycle of reviews that will include the entire university, and establishing the expectation that all academic units will be reviewed regularly. In January 2001 a new chair was appointed. After Maureen Updike joined e-Cornell, Kristin Canger was given responsibility for staffing the committee and has ably responded.

A major goal of the committee during the spring of 2001 has been to simplify procedures and otherwise maximize the value of the review process to all who are engaged in it. To this end, FCPR has issued revised guidelines for self studies and established an expedited process for approving draft self studies and external review team nominees. The chair has also met with the deans of two colleges to try to facilitate reviews.

The Faculty Senate legislation establishing FCPR calls for the completion of "area reviews" after all or most of the units in a substantive area have undergone external reviews. Life sciences was the first area scheduled for such a review, but after the first steps were taken to prepare for such a review, the former chair of FCPR reported that those responsible (the provost and others) agreed that the life sciences area had gone through such an intense period of scrutiny and change that an area review would not be welcome or useful.

This decision, while understandable, raises the question of what areas should be reviewed and what should constitute an area review. One response has emerged, partly at the initiative of FCPR and partly independently. In the spring of 2001, the University's Social Sciences Task Force requested copies of self studies and external review team reports for use in their deliberations. FCPR responded positively, believing that such an internal group is often best suited to perform a review of an entire area (rather than bringing in an external review team to do a macro version of department reviews). However, FCPR procedures specify the distribution of these materials and give cognizant deans authority to share them more widely. Therefore, we endorsed this request but advised Provost Martin to secure permission from the deans for this use of review materials. That permission was granted. We look forward to the results, not only to guide the social sciences but also as a trial case in conducting an internal area review. We intend to discuss this and alternative procedures with Provost Martin and Dean Cooke.

Another issue that arose during 2000-2001 involves the extent of FCPR's jurisdiction. The Johnson Museum presented one case. Director Frank Robsinson and (now) Vice Provost Firebaugh (the person in the role of "cognizant dean") requested a review, believing that the involvement of FCPR would give greater credibility (testimony, we

think, to the committee having established itself and its procedures). However, the Museum was not on our list of units, nor does it involve faculty extensively, raising questions about the appropriateness of FCPR's involvement. After consulting with Dean Cooke, we agreed to guide the review, largely because one issue it will address is how the Museum can more extensively engage faculty in research and teaching.

Another variant of this issue is which non-departmental units should be reviewed and how best to conduct those reviews. The Einaudi Center for International Studies and the Cornell Institute for International Food and Agricultural Development (CIIFAD) were reviewed in 2000-2001. Both are large enough and involve a sufficient number of faculty to warrant reviews. The process worked well for CIIFAD but not as well for the Einaudi Center, in part because the Einaudi Center is so large and diffuse that it was difficult to identify a small review team with appropriate expertise.

During the coming year we will have to make some decisions about which centers and other non-departmental units to schedule for reviews and which should not be because they are too small and/or do not involve a large enough number of faculty and/or have too limited functions (e.g., no research). The review now scheduled for the Department of German Studies may serve as a useful example because it includes a simultaneous review of the Institute for German Cultural Studies. For some non-departmental units, such linking with a department review may be the best approach.

Carolyn Ainslee, Vice President for Planning and Budgeting, suggested that FCPR attempt to coordinate external reviews with accreditation reviews for those units that have them. We will work on this during the coming year, but recognize that it may not always be possible because of different schedules and needs.

Several times FCPR has been asked by representatives of departments just beginning reviews if they can examine exemplary self studies and other documents. Having such documents available would seem to be useful, but it raises confidentiality issues. We will try to figure out how to make it easier for such departments to gain access to good examples.

Membership on FCPR is extraordinarily demanding, requiring two meetings per month and a heavy commitment to reading review materials, commenting on them, and participating in opening and closing sessions of external review team visits. Recognizing this, along with the problems arising when members are on leave, the Faculty Senate approved an increase in the size of the committee. However, it was not until May that all three new members were appointed, increasing the burden on continuing members. One of those new members has since resigned. Maintaining a full committee is critically important.

Attached are a tabular summary of the status of reviews guided by the committee and a list of past, current, and planned reviews.

**FACULTY COMMITTEE ON PROGRAM REVIEW  
REVIEWS COMPLETED, IN PROCESS, AND PLANNED  
SEPTEMBER 2001**

<b>YEAR</b>	<b>COMPLETE</b>	<b>IN PROCESS</b>	<b>PLANNED</b>	<b>TOTAL</b>
1997-1998	1	0	0	1
1998 — 1999	2	0	0	2
1999 — 2000	13	0	0	13
2000 — 2001	6	0	0	6
2001 — 2002	0	21	5	26
2002 — 2003	0	0	10	10
2003 — 2004	0	0	6	6
2004 — 2005	0	0	1	1
<b>TOTAL</b>	<b>22</b>	<b>21</b>	<b>22</b>	<b>65</b>

**COMPLETED REVIEWS**

**1997-1998**

Rural Sociology

**1998-1999**

Electrical Engineering

Physiology

**1999 — 2000**

Animal Science

Biochemical, Molecular, and Cellular Biology

Computer Science

Ecology and Systematics

Fruit and Vegetable Science (Ithaca), Horticultural Science (Geneva)

Genetics and Development

Linguistics

Natural Resources

Neurobiology and Behavior

Ornithology

Plant Biology

Plant Pathology

Theoretical and Applied Mechanics

**2000 — 2001**

CIIFAD

Einaudi Center

Floriculture and Ornamental Horticulture

History of Art

Microbiology and Immunology

Nutritional Sciences

## **REVIEWS IN PROCESS**

### **2001 — 2002**

Agricultural and Biological Engineering  
Agricultural, Resource, and Managerial Economics  
Anthropology  
Art  
Asian Studies  
Biomedical Sciences  
Chemistry  
City and Regional Planning  
Clinical Sciences  
Communication  
Crop and Soil Sciences  
Economics  
Education  
German Studies  
Government  
History  
Johnson Museum  
Policy Analysis and Management  
Psychology  
Science and Technology Studies  
Sociology

## **PLANNED REVIEWS**

### **2001 — 2002**

Architecture  
Chemical Engineering  
Earth and Atmospheric Sciences  
Molecular Medicine  
Music

### **2002 — 2003**

Classics  
Comparative Literature  
English  
Materials Science  
Mechanical and Aerospace Engineering  
Near Eastern Studies  
Philosophy  
Religious Studies  
Romance Studies  
Theatre, Film, and Dance

**2003 — 2004**

Applied Engineering Physics

Astronomy

Electrical Engineering

Math

Physics

Russian Literature

**2004 — 2005**

Archaeology

FCPR CONFIDENTIAL MATERIAL

June 5, 2002

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## **Faculty Committee on Program Review Annual Report**

Stephen F. Hamilton, Chair

May 2002

The Faculty Committee on Program Review (FCPR) has continued its progress toward streamlining its guidelines and procedures. A revised format for self studies is currently posted on our web site: [http://www.ipr.cornell.edu/PRweb\\_page/program\\_review.htm](http://www.ipr.cornell.edu/PRweb_page/program_review.htm)

We have also instituted a practice of attempting to respond within two weeks to draft self studies and to lists of nominees for external review teams. This entails conducting much of our business via e-mail. The two members assigned to each unit's review read the material and send their comments to the chair who, in the absence of substantive questions or disagreement, responds on behalf of the committee. This process has speeded approvals and enabled the committee to meet once per month rather than every two weeks. We have matched experienced with new members of the committee to compensate for the reduced frequency of meetings, which serve to introduce new members to the procedures and criteria.

In response to a request from Carolyn Ainslie, Vice President for Planning and Budget, I have contacted all deans on behalf of FCPR alerting them that they may wish to coordinate external reviews with accreditation reviews.

According to the guidelines written when FCPR was created, deans control any distribution of review documents beyond FCPR, the department or unit being reviewed, the dean's office, and the provost and president. In response to requests to see exemplary self studies, which we have received from members of departments preparing for reviews, we have secured from deans permission to share a few of these documents. The deans and provost have also approved sharing related review documents with, respectively, the Social Science Advisory Council and the Life Sciences Advisory Council. These two bodies are conducting the equivalent of area reviews, which are also called for by the initial Faculty Senate legislation. As noted in last year's report, no process was prescribed for such reviews. FCPR believes they are appropriately conducted by these bodies. (Note that the SSAC is an internal group, while the LSAC has external members, making it more comparable to an external review team.) To date FCPR has had no role in these area reviews. Discussion is warranted about whether FCPR should participate in them and, if so, how.

A summary is attached of the status of reviews guided by the committee and a list of past, current, and planned reviews. The non-departmental units listed in the College of Arts & Sciences are those the Dean would like to review, excluding some small and single-function units. We plan to ask deans of other colleges to identify which of their non-departmental units will be reviewed.

The presence of four units listed under "planned reviews" for 2001-2002 indicates that plans are not always realized. We plan to conduct these reviews in 2002-2003, but some lag between plan and reality seems inevitable. Another notable item in the list is the number of reviews for which the site visit has occurred but final reports are missing (22). External review teams' reports generally arrive within a few weeks of a site visit. Receipt of the departments' responses and especially the deans' responses is much less reliable. Deans' and departments' responses are incorporated into the summary that FCPR sends to the Provost to conclude a review.



We considered two ways of dealing with this situation, in addition to the obvious one of reminding those responsible to submit tardy reports. One was to eliminate the dean's letter as a component of the review. The Provost stated her wish to retain this component and we will respect that wish. The second option was to create a new category in our summary, along the lines of: "review concluded, documentation incomplete." This would enable us to take some reviews off the "in progress" list after a year or so. We plan to begin doing this to avoid adding to the "in progress" category in the future and to avoid mixing current reviews with those in which the external review team visit occurred long ago.

We appreciate the Nominations Committee's addition of new members to FCPR. We now have a full committee whose members attend regularly and take their role seriously. Membership also represents a wide range of disciplines and is no longer predominantly male. I have initiated discussions about the next chair, who will begin in January 2003, when my term ends. I hope the Provost and Dean of the Faculty will appoint the new chair early in the fall to allow for an extended transition period.

Perhaps the most notable achievement of the past year has been the normalization of external reviews. External reviews now appear to be widely accepted in the university, even when they are not welcomed with enthusiasm. FCPR's role and procedures are also well established. Conflict over and resistance to the review process, while not totally absent, are far less prevalent than in the first few years of the Committee's existence.



**FACULTY COMMITTEE ON PROGRAM REVIEW  
REVIEWS COMPLETED, IN PROCESS, AND PLANNED  
MAY 2002**

<b>Fiscal Year</b>	<b>Complete</b>	<b>Self Study Phase</b>	<b>Site Visit Concluded / Final Report(s)</b>	<b>Planned</b>	<b>Total</b>
1997 – 1998	1	-	-	-	1
1998 – 1999	2	-	-	-	2
1999 – 2000	13	-	-	-	13
2000 – 2001	6	-	-	-	6
2001 – 2002	-	7	23	4	34
2002 – 2003	-	-	-	6	6
2003 – 2004	-	-	-	12	12
2004 – 2005	-	-	-	2	2
2005 – 2006	-	-	-	3	3
<b>Total</b>	<b>22</b>	<b>7</b>	<b>23</b>	<b>27</b>	<b>79</b>

**COMPLETED REVIEWS**

**1997-1998**

Rural Sociology

**1998-1999**

Electrical Engineering

Physiology

**1999 –2000**

Animal Science

Biochemical, Molecular, and Cellular Biology

Computer Science

Ecology and Systematics

Fruit and Vegetable Science (Ithaca), Horticultural Science (Geneva)

Genetics and Development

Linguistics

Natural Resources

Neurobiology and Behavior

Ornithology

Plant Biology

Plant Pathology

Theoretical and Applied Mechanics

## **2000 – 2001**

CIIFAD

Einaudi Center

Floriculture and Ornamental Horticulture

History of Art

Microbiology and Immunology

Nutritional Sciences

## **REVIEWS IN PROCESS**

## **2001 – 2002**

### **(Self Study Phase)**

Classics

Comparative Literature

Chemical and Biomolecular Engineering

Earth and Atmospheric Science

Near Eastern Studies

Romance Studies

Theatre Arts

### **(Site Visit Concluded / Final Report(s) Pending)**

Agricultural and Biological Engineering

Agricultural, Resource, and Managerial Economics

Anthropology/Archaeology

Art

Asian Studies

Biomedical Sciences

Chemistry

City and Regional Planning

Clinical Sciences

Communication

Crop and Soil Sciences

Economics

Education

German Studies

Government

History

Johnson Museum

Operations Research and Industrial Engineering

Policy Analysis and Management

Psychology

Science and Technology Studies

Sociology

## **PLANNED REVIEWS**

### **2001 – 2002**

Africana Studies  
Architecture  
Center for the Environment  
Molecular Medicine

### **2002 – 2003**

Architecture  
Cornell Institute for Public Affairs  
Jewish Studies  
Materials Science  
Mechanical and Aerospace Engineering  
Philosophy  
Religious Studies  
Society for the Humanities  
Textiles and Apparel

### **2003 – 2004**

Applied Engineering Physics  
Astronomy  
Civil and Environmental Engineering  
Design and Environment  
Electrical and Computer Engineering  
English  
Hotel Administration  
Industrial and Labor Relations  
Law  
Math  
Physics  
Russian Literature

### **2004 – 2005**

Computer Science  
Human Development

### **2005-2006**

Bronfenbrenner Center  
Family Life Development Center  
Theoretical and Applied Mechanics

**FACULTY COMMITTEE ON PROGRAM REVIEW**  
**OUTSTANDING REPORTS\***  
(As of 5/14/02)

**Agriculture and Life Sciences:**

Agricultural and Biological Engineering: Department's Response: 7/12/01  
Communication: Dean's Response: 4/9/01  
Crop and Soil Sciences: External Review Report: 10/24/01  
Education: Department's Response: 12/01/00

**Architecture, Art, and Planning:**

Art: Department's Response: 9/7/01  
City and Regional Planning: External Review Report: 6/7/02

**Arts and Sciences:**

Anthropology: Dean's Response: 7/2/01  
Asian Studies: Dean's Response: 5/16/02  
Economics: Dean's Response: 12/30/01  
Chemistry and Chemical Biology: Dean's Response: 6/1/02  
German Studies: External Review Report: 5/16/02  
Government: Dean's Response: 5/26/02  
History: Dean's Response: 4/2/01  
Music: Department Response: 6/13/02  
Psychology: Dean's Response: 10/25/01  
Science and Technology Studies: Dean's Response: 4/26/01  
Sociology: Dean's Response: 12/7/01

**Engineering:**

Operations Research and Industrial Engineering: External Review Report: 6/2/02

**Human Ecology:**

Policy Analysis and Management: Department's Response 3/11/02

**Veterinary Medicine:**

Biomedical Sciences: Dean's Response: 5/3/01  
Clinical Sciences: Dean's Response: 9/1/01

**Misc:**

Johnson Museum: Department Response: 6/2/02

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\* Dates indicate when reports were expected - generally one month after receipt of previous report.

College of Veterinary Medicine

MEMORANDUM

TO: Professor Charles Walcott *Charlie*  
Associate Dean and Secretary of the University Faculty and  
Chair of the Nominations and Elections Committee

FROM: Professor John F. Wootton *John*  
Chair of the University-ROTC Relationships Committee (URRC)

DATE: May 23, 2003

SUBJECT: Annual report of the URRRC

The URRRC was convened on five occasions during the 2002-2003 academic year with minutes submitted to Vice Provost Walter Cohen. Three of these meetings were devoted to interviewing the following officers presented by their respective services for assignment to positions in the Departments of Aerospace Studies or Naval Science: Major Tracey A. Higgins, USAF (interviewed 08-08-2002 by conference call to Burundi, where she was serving as the US Defense Attache'), Major Robert B. Breese, USAF (interviewed 02-28-2003), and Captain Christopher A. Klyne, USN (interviewed 03-12-2003). Nominations of all three officers, who were considered to be exceptionally highly qualified, received the approval of the voting membership of the Committee without dissent. Captain Klyne, (Cornell Class of '78, Chem. Engineering) will replace Captain James Alley as Commandant of the Naval ROTC unit on July 1st. A perennial concern of the membership of the Committee (as it is in peer institutions) is that the University has no significant role in the selection of candidates for these positions and that our role in approval or rejection is more or less *pro forma*.

Two meetings were devoted to briefings of the Committee by the Commandants of the NROTC and the AFROTC units about the local and national programs.

John Wootton was pleased to represent Provost Martin and Cornell at the annual meeting of the Association of NROTC Colleges and Universities held in Providence, RI and the associated Navy Day activities at the Center for Naval Warfare Studies at the Naval War College, Newport, RI.

## **Faculty Committee on Program Review Annual Report**

Joanne E. Fortune, Chair

June, 2003

**History:** The Faculty Committee on Program Review (FCPR) was created by the Faculty Senate in 1996 to implement the regular reviews of departments that were mandated by President Rawlings. In its first three years, when Peter Stein chaired the committee, procedures and guidelines were put in place and a cycle of reviews was planned that includes the entire university. In January 2001, Stephen Hamilton was appointed as Chair. Under Steve's guidance the FCPR worked to standardize and streamline its guidelines and procedures, including the posting of a revised format for self studies. I became Chair in January 2003 and will serve for one year. After Maureen Updike joined e-Cornell, Kristin Canger was given the responsibility for staff support of the committee and for maintaining the "historical" record of the reviews.

**Accomplishments and Obstacles:** The attached summary shows the progress of the first review cycle over its first 6 years and the plans for the next several years. As can be seen from the table, nine site visits were conducted in 2002-2003, similar to the number in 2001-2002. Eleven reviews are planned for 2003-2004.

In general the work of the committee is proceeding smoothly, although there are still occasionally some problems with obtaining enough information about the proposed external reviewers for the committee to vet them properly. However, a continuing problem is that many reviews have not come to completion in a timely fashion. Reviews can only be completed when the report of the external review team and the responses of the department and the Dean to that report are received by the FCPR. At that point, the committee writes a one page summary of the review and forwards it to the Provost and President, along with the documents submitted by the review team, the department, and the Dean. Usually the report of the external review team is submitted promptly (we ask for a four-week turnaround time). Receipt of the departmental response to the review, and especially of the Dean's response, is much less reliable. At our last meeting, the committee discussed this problem and voted that the Chair should take to the Provost a proposal for a mechanism for providing the Provost and President with timely feedback about reviews in the absence of a Dean's response.

**Summary:** The conflict over and resistance to the review process that the committee encountered in its first years of operation have been much less evident in the last two years. The committee's work is proceeding fairly smoothly and we feel that our last remaining major challenge is to figure out how to get information about the reviews to the Provost and President in a more timely fashion.



**FACULTY COMMITTEE ON PROGRAM REVIEW  
REVIEWS COMPLETED, IN PROCESS, AND PLANNED  
JUNE 2003**

<b>Fiscal Year</b>	<b>Complete</b>	<b>Self Study Phase</b>	<b>Site Visit Concluded [Final Report(s) Pending]</b>	<b>Planned</b>	<b>Total</b>
1997 — 1998	4	-	-	-	4
1998 — 1999	17	-	-	-	17
1999 — 2000	3	-	1	-	4
2000 — 2001	5	-	11	-	16
2001 — 2002	1	-	8	-	9
2002 — 2003	-	-	9	-	9
2003 — 2004	-	11	-	-	11
2004 — 2005	-	-	-	10	10
2005 — 2006	-	-	-	4	4
2006 — 2007	-	-	-	3	3
<b>Total</b>	<b>30</b>	<b>11</b>	<b>29</b>	<b>17</b>	<b>87</b>

**1997-1998**

Electrical Engineering  
Microbiology (Division of Biological Sciences)  
Plant Engineering  
Rural Sociology

**1998-1999**

Agricultural, Resource & Managerial Economics  
Animal Science  
Bailey Hortorium (Division of Biological Sciences)  
Biochemical, Molecular, and Cell Biology (Division of Biological Sciences)  
Computer Science  
Ecology and Systematics (Division of Biological Sciences)  
Electrical Engineering  
Fruit and Vegetable Science (Ithaca), Horticultural Science (Geneva)  
Genetics and Development (Division of Biological Sciences)  
Linguistics  
Natural Resources  
Neurobiology and Behavior  
Nutritional Sciences  
Ornithology  
Plant Biology (Division of Biological Sciences)  
Plant Pathology  
Physiology (Division of Biological Sciences)



**1999 — 2000**

Natural Resources

Ornithology

Theoretical and Applied Mechanics

Site Visit Concluded/Final Report(s) Pending:  
Communication

**2000 — 2001**

CIIFAD

Einaudi Center

Floriculture and Ornamental Horticulture

History of Art

Nutritional Sciences

Site Visit Concluded/Final Report(s) Pending:  
Art

Agricultural and Biological Engineering

Anthropology

Biomedical Sciences

Clinical Sciences

Economics

Education

History

Psychology

Sociology

Science & Technology Studies

**2001 — 2002**

Johnson Museum

Site Visit Concluded/Final Report(s) Pending:

Chemistry and Chemical Biology

City and Regional Planning

Crop and Soil Sciences

German Studies

Government

Music

Operations Research and Industrial Engineering

Policy Analysis and Management

**2002-2003**

Site Visit Concluded/Final Report(s) Pending:

Asian Studies

Chemical and Biomolecular Engineering

Classics

Comparative Literature

Near Eastern Studies  
Philosophy  
Romance Studies  
Textiles and Apparel  
Theatre, Film & Dance

#### **2003 — 2004**

##### Self Study Phase:

Africana Studies  
Astronomy  
Baker Institute  
Cornell Institute for Public Affairs (CIPA)  
Cornell University Press  
Earth and Atmospheric Science  
English  
Materials Science  
Math  
Mechanical and Aerospace Engineering  
Physics

#### **PLANNED REVIEWS**

##### **2004-2005**

Applied Engineering Physics  
Center for the Environment  
Civil and Environmental Engineering  
Design and Environment  
Electrical and Computer Engineering  
Hotel Administration  
Industrial and Labor Relations  
Law  
Molecular Medicine  
Russian Literature (Provost granted A&S request that this dept. not be reviewed due to its small size)

##### **2005-2006**

Architecture  
Computer Science  
Feminist Gender and Sexuality Studies  
Human Development

##### **2006-2007**

Bronfenner Center  
Family Life Development Center  
Theoretical and Applied Mechanics