

Faculty Committee on Program Review
Annual Report, Academic Year 2016-17
Linda Nowak and Kristin Walker

History:

- **1996** - The Faculty Committee on Program Review (FCPR) was created by the Faculty Senate in 1996 to implement periodic external reviews of departments as mandated by President Rawlings. Peter Stein chaired the first committee, which established procedures, guidelines and the review cycle for the entire university.
- **2001** - Stephen Hamilton was appointed as Chair. Under Steve's guidance, the FCPR worked to standardize and streamline the guidelines and procedures, including a revised format for self-studies.
- **2003** - Joanne Fortune became Chair in January 2003. With Joanne's leadership, the committee brought to completion a backlog of over thirty reviews that had accumulated because of late reports by deans and department heads.
- **2005** - Jim Jenkins succeeded Joanne in January 2005, with the challenge of completing the first cycle of reviews and beginning the second.
- **2007** - In September 2007, Brian Chabot was appointed Chair. Under Brian's direction, the schedule for the first cycle of reviews was completed in 2008 and the second-cycle reviews began in 2009. During spring 2009, the FCPR acted in concert with the Provost to temporarily suspend external review site visits both as a budget savings measure and because the immediate financial stress departments were experiencing might perturb the review's intended long-term view.
- **2009** - Cliff Pollock became Chair in September 2009. While reviewers were suspended, all college Deans were interviewed on the strengths and weaknesses of the external review process, and revised guidelines for the self-study were established. External reviews began again in 2012 using these new guidelines.
- **2013** - In December 2013, Geoffrey Coates became Chair. During spring 2015, the Provost approved increasing the regular number of external review team members for every site visit from 3 to 4 reviewers.
- **2016** - In January 2016, Linda Nowak became chair. During fall 2016, the Provost approved increasing (doubling) the honorarium for external review team members for every site visit from \$1,250 to \$2,500 for the chair of the team and from \$1,000 to \$2,000 for the other 3 members of the team.
- Kristin Walker continues to provide staff support to the committee and to maintain the "historical" record of the reviews.

Accomplishments:

- **Seven** FCPR letters to the Provost were completed and sent to the Provost.
- **Seven** external review team site visits occurred and review reporting is in various stages of completion.
- **Eleven** departments are preparing for their site visit and their reviews should be completed during the coming year (Appendix I). In consultation with the Deans and Department chairs, the scheduled date for a few reviews were adjusted to best fit the time and talent

resources of the department. Appendix II summarizes the progress of the first and second review cycles over the past fifteen years.

Challenges:

- Quality of self-study documents / times when department does not follow format. In response to this problem the FCPR Chair and Vice Provost Appleton specifically cover this problem during the orientation meeting with department heads and their staff as they prepare for review.
- Timing of submission of self-study documents to the FCPR / times when substantial revisions are suggested by FCPR and department doesn't have time to make revisions because they've submitted their drafts to the FCPR so late. Beginning in 2016 Vice Provost Appleton and the FCPR Chair requested that Department heads send self-study documents to their Associate Deans for preliminary review 3 mos. before the site visit. This additional step in the process appears to have improved the quality of the document the FCPR members receive, but it has not always improved upon timeliness.
- Finding faculty members willing to participate on the committee is the responsibility of the office of the Dean of the Faculty. While there are likely several factors at play, it is unclear why the FCPR membership has been allowed to decline in the last five years. Sustaining the membership requires the addition of 3 new members annually to maintain the pool of 10-12 available people to guide the review process, but of late appointments of new members has been sporadic and uneven such that 5 members, rather than 2 or 3, were expected to be rotating off the committee in July 2017. Presently, one person has agreed to stay on for an additional year to bridge the experience gap, but it appears that the committee membership will be 4 or 5 people less than the full membership at a time when 11 external reviews are expected in the 2017-18 cycle.
- It is strongly recommended that a mechanism for strengthening the FCPR membership renewal process be proposed and implemented. Suggestions include: 1) requesting College Deans to encourage department chairs to seek volunteers from their faculty, 2) recognizing that these are 3 year terms that faculty in departments/units that completed their reviews in the last 18 months be solicited for membership, and 3) don't be afraid to pre-fill membership 18 months in advance to ensure a diverse group of FCPR members.

Summary: The committee completed a year in which 9 reviews were active. Of these 7 reviews were completed and the remaining 2 are awaiting responses from departments/deans. Two departments have scheduled their 2016-2017 site visits and 9 departments are in the process of scheduling their site visits. The pace of review continues at a rate that will enable a review of all departments within a 10-year window. The honorarium for external review team members for every site visit was increased (doubled) from \$1,250 to \$2,500 for the chair of the team and from \$1,000 to \$2,000 for the other 3 members of the team. The FCPR faces a serious challenge that there will be too few members for each site visit to be covered by two members, and that at least one of the two members has had experience with the review process unless FCPR membership is increased.

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Appendix I
Summary of 2016-17 Accomplishments

Active Reviews:

- **Final report sent to Provost, External Review Team visit 2015-2016**
 - Comparative Literature
 - Earth and Atmospheric Sciences
- **Final report sent to Provost, External Review Team visit 2016-2017**
 - Applied Engineering Physics
 - Astronomy
 - Electrical and Computer Engineering
 - Entomology
 - Policy Analysis and Management
- **External review team visit occurred Spring 2017, reporting not completed**
 - German Studies
 - Near Eastern Studies

Scheduled Reviews 2017-2018:

- Physics
- Classics

Planned Reviews 2017-2018:

- Africana
- Applied Economics and Management
- Civil and Environmental Engineering
- Development Sociology
- Human Development
- Industrial and Labor Relations
- Laboratory of Ornithology
- Mechanical and Aerospace Engineering
- Neurobiology and Behavior

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Appendix II
Reviews Completed, Ordered by Year of External Review Team Visit

1997-1998

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

1998-1999

Agricultural, Resource, and 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)
Fruit and Vegetable Science (Ithaca), Horticultural Science (Geneva)
Genetics and Development (Division of Biological Sciences)
Linguistics
Neurobiology and Behavior
Nutritional Sciences
Plant Biology (Division of Biological Sciences)
Plant Pathology
Physiology (Division of Biological Sciences)

1999-2000

Communication
Natural Resources
Ornithology
Theoretical and Applied Mechanics

2000-2001

Agricultural and Biological Engineering
Anthropology
Biomedical Sciences
CIIFAD
Clinical Sciences
Economics
Education
Einaudi Center
Floriculture and Ornamental Horticulture
History
History of Art
Microbiology and Immunology

Psychology
Science and Technology Studies
Sociology
Art

2001-2002

Chemistry and Chemical Biology
City and Regional Planning
Crop and Soil Science
German Studies
Government
Johnson Museum
Music
Policy Analysis and Management
Operations Research and Industrial Engineering

2002-2003

Asian Studies
Chemical and Biomolecular Engineering
Classics
Comparative Literature
Near Eastern Studies
Philosophy
Romance Studies
Textiles and Apparel
Theatre, Film, and Dance

2003-2004

Baker Institute
Cornell University Press
Astronomy
English
Materials Science and Engineering
Mathematics

2004-2005

Applied and Engineering Physics
Design and Environmental Analysis
Earth and Atmospheric Science
Food Science
Physics
Population Medicine and Diagnostic Sciences

2005-2006

Africana
Civil and Environmental Engineering

Entomology
Family Life Development Center
Law
Mechanical and Aerospace Engineering
Molecular Medicine
Society for the Humanities

2006-2007

Architecture
Electrical and Computer Engineering
Industrial and Labor Relations
Feminist, Gender, and Sexuality Studies

2007-2008

Computer Science
Cornell Institute for Public Affairs
Developmental Sociology
Ecology and Evolutionary Biology
Human Development (with Cornell Institute for Research on Children)
Linguistics
Molecular Biology and Genetics
Neurobiology and Behavior
Plant Breeding and Genetics
Plant Pathology (Ithaca & Geneva)

2008-2009

Animal Science
Applied Economics and Management
Asian Studies
Hotel Administration
Johnson Graduate School of Management
Laboratory of Ornithology
Psychology
Real Estate
Sociology

2009-2010

Year one of a two-year suspension of Program Review

2010-2011

Year two of a two-year suspension of Program Review
Communication

2011-2012

Chemical and Biomolecular Engineering
Clinical Sciences

History of Art
Microbiology and Immunology
City and Regional Planning
Biomedical Sciences

2012-2013

Biological and Environmental Engineering
Economics
Systems Engineering
Microbiology
Chemistry and Chemical Biology
Art
Natural Resources
Nutritional Science
Science and Technology Studies

2013-2014

Biological Statistics and Computational Biology
Anthropology
Operations Research and Information Engineering
Baker Institute and Feline Health Center
Molecular Medicine
Romance Studies
Materials Science and Engineering
Population Medicine and Diagnostic Sciences
History
Fiber Science and Apparel Design

2014-2015

Psychology
Music
Statistical Science
Government

2015-2016

English
Food Science
Law
Mathematics
Comparative Literature
Earth and Atmospheric Sciences

2016-2017

Astronomy
Applied Engineering Physics
Electrical and Computer Engineering

Entomology
German Studies *
Near Eastern Studies*
Policy Analysis and Management

*External review team visit completed, reports pending