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# Academic Program Review Guidelines for Academic Affairs

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## Purpose of Academic Program Review

Academic Program Review (APR) within the Division of Academic Affairs is an essential component of institutional and program accreditation processes, including Southern Association on Colleges and Schools Commission on Colleges (SACSCOC) and the State Council of Higher Education for Virginia. A national movement toward promoting outcome assessment has shaped how faculty members approach the review of their programs, particularly in relation to student learning outcomes assessment.

To improve the quality of teaching and learning, APR should increase faculty members' awareness of their educational goals and practices. It should encourage identification of successful areas of the program as well as those requiring change.

To be effective, an APR requires:

- a clear specification of desired educational outcomes
- evidence of achievement
- documentation of strategic planning and its implementation

James Madison University firmly believes that periodic structured reviews are necessary for thoughtful reflection on program outcomes and for possible external consultation on key program issues. The APR process should not be initiated or viewed solely as a response by administrators to external constituencies or a crisis situation, but to the ultimate goal of improving the program. The APR process and related external consultant review should not be viewed merely as a process to request faculty lines, space, equipment, etc. The university's budget initiative process is the proper avenue for requesting resources. An external review team might suggest different ways of managing teaching loads, accommodating increased student demand, etc. that would result in resource neutral solutions.

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## APR at JMU

James Madison University (JMU) recognizes the need for APR to demonstrate program effectiveness for students, to provide data necessary for allocation of resources and to be responsive to constituents throughout the university community. Each area within the Division of Academic Affairs conducts an APR; the type of APR depends on the type of unit conducting the review. For descriptions of the three types of APRs, see page 2.

APR is a continuous process that recognizes the importance of faculty reflecting on the effectiveness of how they advise and teach, resulting in continual modifications to courses and programs. This continuous process is reinforced at JMU through

- University mission, vision, values and performance measures as documented in the JMU-STAR Tool
- University six-year plan and Institutional Performance Standards (IPS)
- Core Qualities
- Academic unit and college annual planning and reporting processes
- Student outcomes and Assessment Progress Template (APT)

Regarding the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC): If units are referring to the university's accreditation with SACSCOC, the following statement must be used exactly how it is written according to SACSCOC policy:

*James Madison University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, masters and doctorate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of James Madison University. The Commission should only be contacted concerning an institution's significant non-compliance with a requirement or standard. Normal inquiries about James Madison University (such as admission requirements, financial aid, education programs, etc.) should be directed to JMU, not the Commission's office*

## Types of Academic Program Reviews

There are four types of APRs:

- Degree Granting and Other Academic Areas
- External Accreditation
- Academic Administrative Areas
- Independent Certificate

### **Degree Granting and Other Academic Areas**

Degree Granting and Other Academic Area APRs are reviews conducted internally by undergraduate and graduate degree-granting academic programs or other areas in academic affairs that support student learning outcomes, such as University Advising and Learning Centers. Degree Granting and Other Academic Area APRs follow the guidelines in the *Internal Self-Study Report*. This comprehensive review seeks assessment and/or evaluative information about the entire program or unit. As appropriate, information should be provided for both the academic unit and the involved academic program in situations where an academic unit includes multiple academic programs (e.g. Department of Health Sciences-Athletic Training). This is especially relevant for sections 1, 2 and 9. Degree Granting and Other Academic Area APRs must be conducted every eight years with an interim report due every four years.

### **External Accreditation**

External Accreditation APRs are reviews conducted by outside agencies. A review by an accrediting agency may be substituted for the Degree Granting and Other Academic Areas Review if it is outcome-based, demonstrates substantial JMU faculty involvement and includes an on-campus visit from the accrediting agency. Student learning outcomes and assessment must be part of the External Accreditation APR. Use of an external accreditation review (in place of a Degree Granting and Other Academic Area APR) must be approved by the Provost.

The External Accreditation APR must meet all the requirements for a Degree Granting and Other Academic Area APR to be used in place of the traditional comprehensive APR. For requirements not covered in an accreditation report, the program will provide supplemental documentation. Additionally, programs that receive external accreditation must submit a mid-point interim report to the Office of the Provost.

### **Academic Administrative Areas**

Academic Administrative Area APRs are reviews conducted on programs in the Division of Academic Affairs that support academic programs but do not offer degrees or are not driven by student outcomes. These guidelines are negotiated prior to the start of the self-study by the involved administrative unit and representatives chosen by the Provost from the supervising vice provost, director and others. Recommendations by national organizations/professional bodies should be considered in developing guidelines. The schedule for Academic Administrative Area APRs is determined by the Division of Academic Affairs and the individual administrative unit. They must conduct an APR every eight years with an interim report due every four years.

### **Independent Certificate and Embedded Certificate**

An Independent Certificate (IC) is a program where the graduate courses are taught completely separate from a graduate program. The courses in the certificate program do not fulfill requirements for a graduate degree. An Independent Certificate Review will be conducted as discussed on page 22. An Embedded Certificate (EC) is when courses fulfill partial requirements for a graduate degree; Students may complete the certificate as part of the graduate program. An embedded certificate is included in a program's scheduled academic program review.

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## Stages of Academic Program Review

Academic Program Review is a multi-stage process. The steps and activities vary based on the type of APR being completed.

### Degree Granting and Other Academic Areas APR

- Stage One: The APR Internal Self-Study committee develops a written *Internal Self-Study Report* at the program level. The development of this report should involve program faculty as well as support staff. The *Internal Self-Study Report* should be submitted to the dean for review and approval and then forwarded by the AUH to the Office of the Provost.
- Stage Two: The completed self-study is reviewed by representatives chosen by the Vice Provost for Faculty and Curriculum. After reviewing the *Internal Self-Study Report*, these representatives approve specific areas to be addressed and the makeup of the external consultants.
- Stage Three: The external consultants review the documents provided by the university, conduct an on-site visit and, within two weeks of the on-site visit, submit a written *External Report (ER)* to the Office of the Provost.
- Stage Four: Within four weeks of receiving the *ER*, the academic unit head and program faculty develop an action plan (External Report Response (ERR)) using the results of the APR. The plan is submitted to the dean for review and input. When approved, it is submitted to the Provost.
- Stage Five: After approval by the Provost, the ERR must be added as an objective into the JMU-STAR Tool and results of actions must be included in the program's annual report. Stage Five is an ongoing process, and the results should continue to be included in the annual report until recommendations have been addressed or other decisions have been made in regard to the recommendations.
- Stage Six: A *Four-Year Interim Report* must be submitted with on-going follow-up in the remaining four years leading up to the next regularly scheduled APR. The four year interim date may be adjusted for APR schedule balance.

## Four Year Interim Report

- Stage One: The academic unit head or designee(s) develops a written *Four Year Interim Report (FYIR)* addressing issues related to the previous APR. The *Four Year Interim Report* should be submitted to the dean for review and approval and then forwarded by the AUH to the Office of the Provost. The *FYIR* is due with the department Annual Report in May and should be submitted as a stand-alone document.
- Stage Two: The completed *Four Year Interim Report* is reviewed by representatives chosen by the Vice Provost for Faculty and Curriculum. After reviewing the *Four Year Interim Report*, these representatives will recommend further action(s) as needed.
- Stage Three: If further actions are recommended, one option, but not required, may be for external consultants to review the documents provided by the university, possibly conduct an on-site visit, and submit a written *External Interim Report (EIR)*. If no external consultation is required, skip to Stage Six.
- Stage Four: Within four weeks of receiving the *EIR*, the academic unit head and program faculty develop an action plan for integrating the results of the *Four Year Interim Report*. The plan is submitted to the dean for review and input. When approved, it is submitted to the Office of the Provost
- Stage Five: After approval by the Provost, the action plan must be added as an objective into the JMU-STAR Tool and reinforced in the program's annual report. Stage Five is an ongoing process, and the results should continue to be included in the annual report until the action plan is completed or other decisions are made in regard to the recommendations.
- Stage Six: If no external consultation is required, the academic unit head and program faculty should continue to note actions pertaining to APR in all subsequent annual reports.

## External Accreditation APR

- Stage One: The academic program participates in its scheduled external accreditation as specified by its external accrediting body (self-study, site visit and response) through completion.
- Stage Two: Using the *Academic Program Review Checklist*, the academic unit self-study committee verifies that all aspects of academic program review required by JMU have been met. If any conditions on the *Academic Program Review Checklist* are not met, the academic unit self-study committee will create a supplemental document addressing those specific areas that were not addressed in the initial external review.
- Stage Three: Within four weeks of receiving the site visit team report, the self-study committee must submit all materials – including the *APR Checklist* –to the dean for review and approval and then the AUH will forward to the Office of the Provost. The external accreditation report, the *APR Checklist* and any supplemental documentation with other information required by JMU (if necessary) are reviewed by the Provost's office.
- Stage Four: The Provost's office has the option to recommend review of a specific area(s) of need. If consultation is required, the reviewer(s) submits a written report addressing the charge issued by the Provost's office.
- Stage Five: Within four weeks of receiving the accreditation team report, the academic unit head and program faculty develop a formal plan for integrating the results of the accreditation external team report, APR supplement and, if applicable, a consultation report. The plan is submitted to the dean for review and input. When approved by the dean, it is submitted to the Office of the Provost.
- Stage Six: After approval by the Provost, the action plan must be added as an objective into the JMU-STAR Tool and reinforced in the program's annual report. Stage Six is an ongoing process, and the results should continue to be included in the annual report until the action plan is completed or other decisions are made in regard to the recommendations.
- Stage Seven: A JMU required *accreditation mid-point report* must be submitted to the Office of the Provost with on-going follow-up in the remaining years leading up to the next regularly scheduled accreditation.

## Academic Administrative Area APR

- Stage One: The Academic Administrative Area APR Internal Self-Study committee develops a written self-study based on consultation between the Office of the Vice Provost for Faculty and Curriculum and the administrative area. Recommendations by national organizations/professional bodies should be considered in developing guidelines. The self-study is submitted to the area's supervisor and/or dean who will review and approve and then the Academic Administrative Area will forward to the Office of the Provost.
- Stage Two: The completed self-study is reviewed by representatives chosen by the Vice Provost for Faculty and Curriculum. After reviewing the *Internal Self-Study Report*, these representatives approve specific areas to be addressed and the makeup of the external consultants.
- Stage Three: The external consultants review the documents provided by the university, conduct an on-site visit and, within two weeks after the on-site visit, submit a written *External Report (ER)*.
- Stage Four: Within four weeks of receiving the *ER*, the head of the administrative area develops an action plan (External Report Response (ERR)) for integrating the results of the self-study and, if applicable, a consultation report. The plan is submitted to the director's supervisor and/or dean for review and input. When approved by the supervisor/dean, it is submitted to the Office of the Provost.
- Stage Five: After approval by the Provost, the action plan must be added as an objective into the JMU-STAR Tool and reinforced in the program's annual report. Stage Five is an ongoing process, and the results should continue to be included in the annual report until the action plan is completed or other decisions are made in regard to the recommendations.
- Stage Six: A *Four-Year Interim Report* must be submitted with on-going follow-up in the remaining four years leading up to the next regularly scheduled APR. The four year interim date may be adjusted for APR schedule balance.



## Roles and Responsibilities for Academic Program Review

The APR process requires collaboration among the various units and offices of the university and individuals from the community. The planning of successful reviews involves shared responsibilities and includes all major stakeholders. The implementation of the findings of the process becomes a matter of mutual accountability.

### Division of Academic Affairs

Provost or Provost's Designee	<ul style="list-style-type: none"> <li>▪ Sets the APR schedule.</li> <li>▪ Approves changes to the Academic Program Review guidelines.</li> <li>▪ Determines if an external accreditation will substitute for a JMU Degree Granting and Other Academic Areas APR.</li> <li>▪ Approves the academic unit's formal plan for integrating the APR results.</li> <li>▪ Meets with the External Consultants during the on-site review.</li> </ul>
Vice Provost for Faculty and Curriculum or Designee	<ul style="list-style-type: none"> <li>▪ Oversees the APR process through the Academic Program Review Coordinator and with the cooperation of the colleges and academic programs.</li> <li>▪ Consults with APR coordinator and dean to approve critical questions and focus of the external review.</li> <li>▪ After the scope of the external review is determined, consults with the appropriate program heads to provide final approval to persons nominated to serve as external consultants.</li> <li>▪ Attends the exit interview conducted by the External Consultants.</li> <li>▪ Reviews the <i>Academic Program Review Checklist</i> for accreditation reviews.</li> <li>▪ May assist the dean of a college in the preparation of a response to the recommendations of the report written by an external accrediting agency.</li> <li>▪ Provides confirmation of new programs and certificates for placement on the APR schedule.</li> </ul>
Academic Program Review Coordinator	<ul style="list-style-type: none"> <li>▪ Maintains APR schedule and notifies departments and academic unit heads of upcoming program and certificate reviews.</li> <li>▪ Monitors progress of the APR and enforces deadlines from the <i>Internal Self-Study Report</i> through Provost acceptance.</li> <li>▪ Establishes program Dropbox</li> <li>▪ Provides orientation and consultation to the internal self-study team, chair and external consultants involved in the APR.</li> <li>▪ Develops a schedule for the on-site visit with the academic unit head, the chair of the Internal Self Study committee and Academic Resources Fiscal Coordinator.</li> <li>▪ Coordinates non-program personnel to be interviewed (specifically the Provost, Vice Provost for Faculty and Curriculum, Dean(s) and CARS).</li> <li>▪ Contacts the JMU external consultants and unit head to review questions and concerns.</li> <li>▪ Handles all logistical details during the on-site visit</li> <li>▪ Attends meetings with the External Consultants as needed.</li> </ul>

<p>Academic Resources Fiscal Coordinator</p>	<ul style="list-style-type: none"> <li>▪ Disseminates via email the official schedule of APRs after confirmation by the APR Coordinator and Vice Provost or designee.</li> <li>▪ Utilizes Dropbox account for all programs conducting an APR.</li> <li>▪ Disseminates the schedule for the External Review visit</li> <li>▪ Contacts External Consultants to make arrangements related to travel and lodging.</li> <li>▪ Schedules meeting rooms, meals and transportation for all personnel involved in the external review on-site visit.</li> <li>▪ Handles payments and expenses for External Consultants upon receipt of their report.</li> <li>▪ Disseminates, in a timely manner, all confirmation emails and reports as requested (i.e. <i>Four Year Interim Report, External Review Report, Response to Reports and Provost Approvals</i>) for the Office of the Provost.</li> <li>▪ Maintains electronic library (SharePoint, etc.) and all archives housed at Carrier Library for APR reports and related documents.</li> </ul>
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### Colleges

<p>Dean</p>	<ul style="list-style-type: none"> <li>▪ Manages and monitors APR schedule for units within the college.</li> <li>▪ Approves changes to the APR schedule in consultation with the Vice Provost for Faculty and Curriculum and APR Coordinator.</li> <li>▪ Participates in the planning and implementation of internal self-studies.</li> <li>▪ Approves the selection of the APR Internal Self-Study committee.</li> <li>▪ Nominates, in consultation with the AUH, the External Consultants.</li> <li>▪ Identifies questions and focus areas to be addressed in the internal self-study in conjunction with the academic unit head.</li> <li>▪ Reviews and approves the <i>Internal Self-Study Report, Responses to External Report and Interim Reports</i> that are submitted to the Office of the Vice Provost for Faculty and Curriculum.</li> <li>▪ Develops, with the academic unit head and program faculty, a formal plan that describes the implementation of the APR recommendations (may choose to not implement some).</li> <li>▪ Verifies progress in meeting recommendations derived from the APR process through documentation in the JMU-STAR Tool and annual reports.</li> </ul>
<p>Academic Unit Head</p>	<ul style="list-style-type: none"> <li>▪ Reviews Instructions and Timeline for all target dates, including due dates to dean.</li> <li>▪ Names the chairperson and members for the APR Internal Self-Study Committee or Certificate Review</li> <li>▪ Nominates, in consultation with the dean and program faculty, the External Consultants.</li> <li>▪ Initiates first contact with External Consultant nominees after final approval to determine their availability.</li> <li>▪ Coordinates the preparation of the <i>Internal Self-Study Report</i> (approximately a six-month process).</li> <li>▪ Submits the <i>Internal Self-Study Report</i> to the dean for review and approval and then AUH submits the ISSR to the Provost based on instructions and timeline in the guidelines.</li> <li>▪ Determines the on-site visit date with the APR Coordinator.</li> <li>▪ Develops the on-site visit itinerary in consultation with the APR Coordinator and the Academic Resources Fiscal Coordinator.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Invites faculty, staff and students to the on-site interviews</li> <li>▪ Confirms on-site itinerary with APR Coordinator and the Academic Resources Fiscal Coordinator at least two weeks before the onsite visit</li> <li>▪ Develops, with the dean and program faculty, a formal plan that describes the implementation of the External Consultants' recommendations.</li> <li>▪ Incorporates the plan through the JMU-STAR Tool.</li> <li>▪ Communicates progress regarding these recommendations to the dean as part of the annual reports.</li> <li>▪ Prepares and submits the <i>Four Year Interim Report</i> as a stand-alone report with the annual report.</li> </ul>
<p>Administrative Program Head for Other Academic Areas</p>	<ul style="list-style-type: none"> <li>▪ Reviews Instructions and Timeline for all target dates, including due dates to supervisor.</li> <li>▪ Names the chairperson and members for the APR Internal Self-Study Committee.</li> <li>▪ Coordinates the preparation of the <i>Internal Self-Study Report</i>.</li> <li>▪ Approves and forwards the self-study to the supervisor and/or dean who reviews, approves and then the Administrative Program Head submits to the Provost's office per instructions.</li> <li>▪ Nominates, in consultation with the appropriate division head and program staff, the External Consultants.</li> <li>▪ Initiates first contact with External Consultant nominees after final approval to determine their availability.</li> <li>▪ Determines the on-site visit date with the APR Coordinator.</li> <li>▪ Develops the on-site visit itinerary in consultation with the APR Coordinator and the Academic Resources Fiscal Coordinator.</li> <li>▪ Invites faculty, staff and students to the on-site interviews.</li> <li>▪ Confirms on-site itinerary with the APR Coordinator and the Academic Resources Fiscal Coordinator at least two weeks before the onsite visit</li> <li>▪ If applicable, reviews and approves the APR Internal Self-Study committee's response to the external report. Submits the response to the appropriate supervisor and/or dean who reviews, approves and then the Administrative Program Head submits to the Provost's office.</li> <li>▪ Develops, with appropriate administrators and program staff, a formal plan for integrating the results of the APR.</li> <li>▪ Incorporates the plan through the JMU-STAR Tool.</li> <li>▪ Communicates progress regarding these recommendations to the appropriate administrator as part of the annual reports.</li> <li>▪ Prepares and submits the <i>Four-Year Interim Report</i> as a stand-alone report with the annual report.</li> </ul>

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## Instructions and Timelines

### Degree Granting and Other Academic Program Reviews – Spring External Visits

*Note: Numbered instructions are meant to be followed in order.*

#### 1. Notification of APR: Three semesters prior to visit (ex: fall 2019 for spring 2021):

**Dean and Academic Unit Head (AUH):** Notified of the completion date for the internal self-study and external site visit of the APR by the APR Coordinator.

- Internal self-studies for spring external visits are due no later than November 15 in the year immediately preceding the scheduled external visit.

#### 2. Select Internal Self-Study Team: October-December:

1. **AUH:** Choose the chair of internal self-study team.
2. **AUH and Chair:** Choose internal self-study team.
3. **Dean:** Approve composition of internal self-study team.

#### 3. Write Internal Self-Study Report: January-November 1:

*Note: APR Coordinator is available to meet with AUH and/or Internal Self-Study Team before and during the development of the internal self-study.*

1. **Internal Self-Study Team:** Reviews APR guidelines and selects appropriate type of review (Degree Granting, Four Year Interim, Accredited or Administrative). If an interdisciplinary program, modifies outline and determines composition of internal team as necessary.
2. **Internal Self-Study Team:** Develops an APR Timeline in consultation with APR Coordinator.
3. **Internal Self-Study Team:** Assigns responsibilities for writing sections of the APR. .
4. **Internal Self-Study Team:** Gathers necessary documentation.
5. **Internal Self-Study Team:** Writes internal self-study report.
6. **APR Coordinator and AUH:** Establish a date for site visit.
7. **Early November: Internal Self-Study Team:** Submits the completed internal self-study report to the AUH and dean for review
8. **November 15: AUH:** Submits the completed internal self-study report by uploading all documents to a Dropbox created by the APR Coordinator.

#### 4. Select External Consultants: November 15-January 15:

1. **Vice Provost for Faculty and Curriculum or designee:** Consults with APR Coordinator and dean on the submitted critical questions, focus of the external review and external consultants.
2. **Vice Provost for Faculty and Curriculum or designee:** Approves scope of review and consultants or suggests a need for alternates.
3. **APR Coordinator:** Communicates consultant invitation details to the AUH.
4. **AUH:** Extends invitations to the approved nominees regarding availability and interest. Invitations must be issued at least eight weeks in advance of the site visit. *After extending the invitations to the external consultants and receiving acceptances, the AUH turns communications with the consultants over to the APR Coordinator and the Academic Resources Fiscal Coordinator to handle all logistics.*

#### 5. Coordinate External Review: November 15-mid-April:

1. **APR Coordinator and Academic Resources Fiscal Coordinator:** Contact approved consultants to handle logistics (i.e., lodging, transportation, honorariums, and schedule).

2. **APR Coordinator, Academic Resources Fiscal Coordinator and AUH:** Develop external review schedule and assign responsibilities.
3. **APR Coordinator:** Assures consultant access to Dropbox at least four weeks in advance of the site visit.
4. **External Consultants:** Meet with campus stakeholders during the onsite visit.
5. **External Consultants:** Write report, due within two weeks after review visit.
6. **Two Weeks after Review Completed: ER Chair:** Sends finished report to the APR Coordinator.
7. **Immediately: APR Coordinator and Academic Resources Fiscal Coordinator:** Distributes report via email to appropriate parties.

**6. Finalize the Review: Four Weeks after Receiving External Report:**

1. **AUH:** After review and approval by the dean, sends external report response to the APR Coordinator. *Note: Response should include action plan to incorporate recommendations.*
2. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator, Office of the Provost:** Review the external report response/action plan and compiles response.
3. **Academic Resources Fiscal Coordinator:** Sends acceptance email to AUH and Dean.
4. **AUH:** Enters the action plan into the JMU-STAR Tool.
5. **AUH:** Communicates progress regarding objectives yearly as part of annual reports.

**7. Four-Year Interim Report: (Approximately) Four Years after Site Visit**

1. **AUH:** Receives notification of *Four Year Interim Report (FYIR)* six months prior.
2. **AUH, Program Faculty:** Using FYIR outline provided in Guidelines, prepares report for review by dean.
3. **AUH:** Submits FYIR to APR Coordinator at the same time as annual report is submitted.
4. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator, Office of the Provost:** Review the FYIR and prepare acceptance or request for modification notification.
5. **AUH:** Prepares and submits requested material to the APR Coordinator.
6. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator and Office of the Provost:** Review the modifications and prepare acceptance notification.
7. **Academic Resources Fiscal Coordinator:** Sends acceptance email to the AUH and dean.

## Degree Granting and Other Academic Program Reviews – Fall External Visits

*Note: Numbered instructions are meant to be followed in order.*

### 1. Notification of APR: Two semesters prior to visit. (Ex. fall 2019 if fall 2020 visit):

**Dean and Academic Unit Head (AUH):** Notified of the completion date for the internal self-study and external site visit of the APR by the APR Coordinator.

- Internal self-studies for fall external visits are due no later than April 15 in the spring immediately preceding the scheduled external visit.

### 2. Select Internal Self-Study Team: August-September:

1. **AUH:** Choose the chair of internal self-study team.
2. **AUH and Chair:** Choose internal self-study team.
3. **Dean:** Approve composition of internal self-study team.

### 3. Write Internal Self-Study Report: October-April 1:

*Note: APR Coordinator is available to meet with AUH and/or Internal Self-Study Team before and during the development of the internal self-study.*

1. **Internal Self-Study Team:** Reviews APR guidelines and selects appropriate type of review (Degree Granting, Four Year Interim, Accredited or Administrative). If an interdisciplinary program, modifies outline and determines composition of internal team as necessary.
2. **Internal Self-Study Team:** Develops an APR Timeline in consultation with APR Coordinator.
3. **Internal Self-Study Team:** Assigns responsibilities for writing sections of the APR.
4. **Internal Self-Study Team:** Gathers necessary documentation.
5. **Internal Self-Study Team:** Writes internal self-study report.
6. **APR Coordinator and AUH:** Establish a date for external visit.
7. **Early April Internal Self-Study Team:** Submits the completed internal self-study report to the AUH and dean for review
8. **April 15 AUH:** Submits the completed internal self-study report by uploading all documents to a Dropbox created by the APR Coordinator.

### 4. Select External Consultants: April 15-July 15:

1. **Vice Provost for Faculty and Curriculum or designee:** Consults with APR Coordinator and dean on the submitted critical questions, focus of the external review and the external consultants.
2. **Vice Provost for Faculty and Curriculum or designee:** Approves scope of review and consultants or suggests a need for alternates.
3. **APR Coordinator:** Communicates consultant invitation details to the AUH.
4. **AUH:** Extends invitation to the approved nominees regarding availability and interest. Invitations must be issued at least eight weeks in advance of the site visit. *After extending the invitations to the external consultants and receiving acceptances, the AUH turns communications with the consultants over to the APR Coordinator and Academic Resources Fiscal Coordinator to handle all logistics.*

### 5. Coordinate External Review: April 15 to mid-November:

1. **APR Coordinator and Academic Resources Fiscal Coordinator:** Contact approved consultants to handle logistics (i.e., lodging, transportation, honorariums, and schedule).
2. **APR Coordinator, Academic Resources Fiscal Coordinator and AUH:** Develop external review schedule and assign responsibilities.
3. **APR Coordinator:** Assures consultant access to Dropbox at least four weeks prior to the site visit.
4. **External Consultants: By mid-November:** Meet with campus stakeholders during the onsite visit.

5. **External Consultants:** Write report, due within two weeks after review visit.
  6. **Two Weeks after Review Completed: ER Chair:** Sends finished report to the APR Coordinator
  7. **Immediately: APR Coordinator and Academic Resources Fiscal Coordinator:** Distributes report via email to appropriate parties.
- 6. Finalize the Review: Four Weeks after Receiving External Report:**
1. **AUH:** After review and approval by the dean, sends external report response to the APR Coordinator. *Note: Response should include action plan to incorporate recommendations.*
  2. **Vice Provost for Faculty and Curriculum or designee, APR Coordinator, Office of the Provost:** Review the external report response/action plan and compile response.
  3. **Academic Fiscal Coordinator:** Sends acceptance email to AUH and dean.
  4. **AUH:** Enters the action plan into the JMU-STAR Tool.
  5. **AUH:** Communicates progress regarding objectives yearly as part of annual reports.
- 7. Four-Year Interim Report: (Approximately) Four Years after Site Visit**
1. **AUH:** Receives notification of Four Year Interim Report (FYIR) six months prior.
  2. **AUH, Program Faculty:** Using FYIR outline provided in Guidelines, prepares report for review by dean
  3. **AUH:** Submits FYIR to APR Coordinator at the same time as annual report is submitted.
  4. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator, Office of the Provost:** Review the FYIR and prepare acceptance or request for modification notification.
  5. **AUH:** Prepares and submits requested material to the APR Coordinator.
  6. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator and Office of the Provost:** Review the modifications and prepare acceptance notification.
  7. **Academic Resources Fiscal Coordinator:** Sends acceptance email to the AUH and dean.

## Academic Administrative Area Reviews – Spring External Visits

*Note: Numbered instructions are meant to be followed in order.*

### 1. Notification of APR: Three semesters prior to visit. (Ex. fall 2019 if spring 2021):

**Director:** Notified of the completion date for the internal self-study and external site visit of the APR by the APR coordinator.

- Internal self studies for spring external visits are due no later than *November 15* in the year immediately preceding the scheduled external visit.

### 2. Select Internal Self-Study Team: October-December:

1. **Director:** Chooses the chair of internal self-study team.
2. **Director and Chair:** Choose internal self-study team.
3. **Director's Supervisor:** Approve the composition of the internal self-study team.

### 3. Write Internal Self-Study Report: January-November 1:

*Note: APR Coordinator is available to meet with Director and/or Internal Self-Study Team before and during the development of the internal self-study.*

1. **Internal Self-Study Team:** Consults with the office of the Vice Provost for Faculty and Curriculum to develop an appropriate self-study template. *Note: Recommendations of national organizations/professional bodies should be considered in developing the template.*
2. **Internal Self-Study Team:** Develops an APR timeline in consultation with APR coordinator.
3. **Internal Self-Study Team:** Assigns responsibilities for writing sections of the APR.
4. **Internal Self-Study Team:** Gathers necessary documentation.
5. **Internal Self-Study Team:** Writes internal self-study report.
6. **APR Coordinator and Director:** Establish a date for site visit.
7. **Internal Self-Study Team: Early November:** Submits the completed internal self-study report to the director and director's supervisor for review.
8. **Director: November 15:** Submits the completed internal self-study report by uploading all documents to Dropbox created by APR Coordinator

### 4. Select External Consultants-November 15- January 15:

1. **Vice Provost for Faculty and Curriculum or designee:** Consults with APR coordinator and director to discuss the submitted critical questions, focus of the external review and the external consultants.
2. **Vice Provost for Faculty and Curriculum or designee:** Approves scope of review and consultants or suggests a need for alternatives to participate in the external review.
3. **APR Coordinator:** Communicates consultant invitation details to the director.
4. **Director:** Extends invitations to the approved nominees regarding availability and interest. Invitations must be issued at least eight weeks in advance of the site visit. *After extending the invitations to the external consultants and receiving acceptances, the director turns communications with the consultants over to the APR Coordinator and Academic Resources Fiscal Coordinator to handle all logistics.*

### 5. Coordinate External Review: November 15-mid-April:

1. **APR Coordinator and Academic Resources Fiscal Coordinator:** Contact approved consultants to confirm logistics (i.e., lodging, transportation, honorariums, schedule).
2. **APR Coordinator, Academic Resources Fiscal Coordinator and Director:** Develop external review schedule and assign responsibilities.



3. **APR Coordinator:** Assures consultant access to Dropbox at least four weeks in advance of the site visit.
4. **External Consultants: By mid-April:** Meet with campus stakeholders during the onsite visit.
5. **External Consultants:** Write report, due within two weeks after onsite visit.
6. **ER Chair: Two Weeks after Review Completed:** Sends finished report to the APR Coordinator
7. **APR Coordinator:** Distributes report via email to appropriate parties

**6. Finalize the Review: Four Weeks after Receiving External Report:**

1. **Director:** After review and approval by the director's supervisor, sends external report response to the APR Coordinator. *Note: Response should include action plan to incorporate recommendations.*
2. **Vice Provost for Faculty and Curriculum or designee, APR Coordinator, Office of the Provost:** Review the external report response/action plan and compile response.
3. **Academic Resources Fiscal Coordinator:** Sends acceptance email to Director and Director's Supervisor.
4. **Director:** Enters the action plan into the JMU-STAR Tool.
5. **Director:** Communicates progress regarding objectives yearly as part of annual reports.

**7. Four-Year Interim Report: (Approximately) Four Years after Site Visit**

1. **Director:** Receives notification of Four Year Interim Report (FYIR) six months prior.
2. **Director, Program Faculty:** Using FYIR outline provided in Guidelines, prepares report for review by dean
3. **Director:** Submits FYIR to APR Coordinator at the same time as annual report is submitted.
4. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator, Office of the Provost:** Review the FYIR and prepare acceptance or request for modification notification.
5. **Director:** Prepares and submits requested material to the APR Coordinator.
6. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator and Office of the Provost:** Review the modifications and prepare acceptance notification.
7. **Academic Resources Fiscal Coordinator:** Sends acceptance email to Director and dean.

## Academic Administrative Area Reviews – Fall External Visits

*Note: Numbered instructions are meant to be followed in order.*

### 1. Notification of APR: Two semesters prior to visit. (Ex. fall 2019 if fall 2020 visit):

**Director:** Notified of the completion date for the internal self-study and external site visit of the APR by the APR coordinator.

- Internal self studies for fall external visits are due no later than April 15 in the spring immediately preceding the scheduled external visit.

### 2. Select Internal Self-Study Team – August-September:

1. **Director:** Chooses the chair of internal self-study team.
2. **Director and Chair:** Choose internal self-study team.
3. **Director's Supervisor:** Approve the composition of the internal self-study team.

### 3. Write Internal Self-Study Report – October-April 1:

*Note: APR Coordinator is available to meet with Director and/or Internal Self-Study Team before and during the development of the internal self-study.*

1. **Internal Self-Study Team:** Consults with the office of the Vice Provost for Faculty and Curriculum to develop an appropriate self-study template. *Note: Recommendations of national organizations/professional bodies should be considered in developing the template.*
2. **Internal Self-Study Team:** Develops an APR timeline in consultation with APR coordinator.  
**Internal Self-Study Team:** Assigns responsibilities for writing sections of the APR.
3. **Internal Self-Study Team:** Gathers necessary documentation.
4. **Internal Self-Study Team:** Writes internal self-study report.
5. **APR Coordinator and Director:** Establish a date for site visit.
6. **Internal Self-Study Team: Early April:** Submits the completed internal self-study report to the director and director's supervisor.
7. **Director: April 15:** Submits the completed internal self-study report by uploading all documents to a Dropbox created by the APR Coordinator

### 4. Select External Consultants: April 15-July 15:

1. **Vice Provost for Faculty and Curriculum or designee:** Consults with APR coordinator and director to discuss the submitted critical questions, focus of the external review and the external consultants.
2. **Vice Provost for Faculty and Curriculum or designee:** Approves scope of review and consultants or suggests a need for alternatives to participate in the external review.
3. **APR Coordinator:** Communicates consultant invitation details to the director.
4. **Director:** Extends invitations to the approved consultant nominees regarding availability and interest. Invitations must be extended at least eight weeks prior to the site visit. *After extending the invitations to the external consultants and receiving acceptances, the Director turns communications with the consultants over to the APR Coordinator and Academic Resources Fiscal Coordinator to handle all logistics.*

**5. Coordinate External Review: April 15-mid-November:**

1. **APR Coordinator and Academic Resources Fiscal Coordinator:** Contact approved consultants to confirm logistics (i.e., lodging, transportation, honorariums, schedule).
2. **APR Coordinator, Academic Resources Fiscal Coordinator and Director:** Develop external review schedule and assign responsibilities.
3. **APR Coordinator:** Assures consultant access to Dropbox at least four weeks prior to the site visit.
4. **External Consultants: By mid-November:** Meet with campus stakeholders during the onsite visit.
5. **External Consultants:** Write report, due within two weeks after onsite visit.
6. **ER Chair: Two Weeks after Review Completed:** Sends finished report to the APR Coordinator.
7. **APR Coordinator and Academic Resources Fiscal Coordinator:** Distribute report via email to appropriate parties

**6. Finalize the Review: Four Weeks after Receiving External Report:**

1. **Director:** After review and approval by the director's supervisor, sends external report response to the APR Coordinator. *Note: Response should include action plan to incorporate recommendations.*
2. **Vice Provost for Faculty and Curriculum or designee, APR Coordinator, Office of the Provost:** Review the external report response/action plan and compile response to the director and director's supervisor.
3. **Academic Resources Fiscal Coordinator:** Sends acceptance email to director and director's supervisor.
4. **Director:** Enters the action plan into the JMU-STAR Tool.
5. **Director:** Communicates progress regarding objectives yearly as part of annual reports.

**7. Four-Year Interim Report: Four Years after Site Visit**

1. **Director:** Receives notification of Four Year Interim Report (FYIR) six months prior.
2. **Director, Program Faculty:** Using FYIR outline provided in Guidelines, prepares report for review by dean
3. **Director:** Submits FYIR to APR Coordinator at the same time as annual report is submitted.
4. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator, Office of the Provost:** Review the FYIR and prepare acceptance or request for modification notification.
5. **Director:** Prepares and submits requested material to the APR Coordinator.
6. **Vice Provost for Faculty and Curriculum or designee, Dean, APR Coordinator and Office of the Provost:** Review the modifications and prepare acceptance notification.
7. **Academic Resources Fiscal Coordinator:** Sends acceptance email to the AUH and dean.

## External Accreditation Reviews

*Note: Numbered instructions are meant to be followed in order.*

### 1. Notification of Accreditation Review:

1. **AUH/Program Coordinator:** Notified of the completion date for the accreditation review by the external accrediting body.
2. **AUH/Program Coordinator:** Notifies the APR Coordinator of planned timetable for accreditation review.

*Note: The Provost determines if the planned accreditation review will substitute for a Degree Granting and Academic Support Academic Program Review.*

### 2. External Review

1. **AUH:** Conducts all aspects of its accreditation review (i.e. internal, external, rejoinder) as instructed by the accrediting body.
2. **Accrediting Body:** Reviews given information.

### 3. Internal APR Review Process

1. **Unit Self Study Committee:** Reviews the *JMU APR Checklist for External Accreditation* to ensure that the external accreditation review will meet the standards of the Degree Granting and Academic Support APR. *Note: If all items on the APR Checklist have not been addressed, supplemental documentation must be provided.*
2. **AUH and Dean:** Review the completed accreditation report (including the external report and program's rejoinder), the *APR Checklist* and any required supplemental documentation. Both AUH and dean sign the signature page. A scanned .pdf should be submitted via email or Dropbox.
3. **AUH: Submits the APR Checklist and all supporting documentation to the APR Coordinator.** Utilizes Dropbox established by APR Coordinator.
4. **APR Coordinator, Vice Provost for Faculty and Curriculum or designee, Office of the Provost:** Review the external team report and program's rejoinder, *APR Checklist* and supplemental documentation in order to determine a course of action as needed. Compile response. *For example, the provost's office may request additional information or suggest a consultant.*
5. **Academic Resources Fiscal Coordinator:** Sends acceptance email to AUH and dean.
6. **AUH:** Communicates yearly progress regarding objectives as part of annual reports.

### 4. Accreditation Mid-Point Report

1. **AUH:** Receives notification of Accreditation Mid-Point Report
2. **AUH, Program Faculty:** Using the outline provided in the Guidelines, prepares a report for review by the dean.
3. **AUH:** Submits Mid-Point Interim Report to APR Coordinator
4. **APR Coordinator, Vice Provost for Faculty and Curriculum or designee, Dean and Office of the Provost:** Review the Mid-Point Interim Report and prepare acceptance or request for modification notification.
5. **AUH:** Prepares and submits requested material to the APR Coordinator.
6. **APR Coordinator, Vice Provost for Faculty and Curriculum or designee, Dean and Office of the Provost:** Review the modifications and prepare acceptance notification.
7. **Academic Resources Fiscal Coordinator:** Sends acceptance email to the AUH and dean.

## JMU APR Checklist for External Accreditation

Program Being Reviewed: \_\_\_\_\_ Date of Submission: \_\_\_\_\_

Academic Program Narrative	External Accreditation Source Document	Title of External Accreditation Source Document	Supplemental Information Required Yes/No*
1. University, College and Academic Unit Structure, Mission; APR History	Found in section(s)/page(s)		
2. Academic <u>Unit</u> and Academic <u>Program</u> Goals and Objectives	Found in section(s)/page(s)		
3. Academic Program Structure	Found in section(s)/page(s)		
4. Program Viability and Resources	Found in section(s)/page(s)		
5. Role of Program in the College and the University	Found in section(s)/page(s)		
6. Role of Faculty in the Program	Found in section(s)/page(s)		
7. Assessment of Student Learning Objectives	Found in section(s)/page(s)		
8. Role of Students and Alumni in the Program	Found in section(s)/page(s)		
9. Quality and Quantity of Academic and Administrative Support	Found in section(s)/page(s)		
10. Strategic Plan/Initiatives	Found in section(s)/page(s)		

\*If your accreditation submission does not address elements of a particular section of the APR guidelines, attach supplemental information as a separate document for each section as appropriate.

### Based on the cycle for our program external accreditation:

- 1) A mid-point interim report will be submitted in the spring semester of \_\_\_\_\_ (year).
- 2) Our next external accreditation will be in \_\_\_\_\_ (year).

\_\_\_\_\_  
Academic Program Head

\_\_\_\_\_  
Date

\_\_\_\_\_  
Academic Unit Head

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dean

\_\_\_\_\_  
Date

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## Independent Certificate Review

### Notification

The Graduate School and/or Professional and Continuing Education notifies the Vice Provost for Faculty and Curriculum or designee and the APR Coordinator when a new certificate program is approved. The Certificate Program will be placed on the APR Schedule indicating that it is an *Embedded Certificate* or an *Independent Certificate* program.

### Schedule and Timeline

Because of the dynamic nature of societal and economic needs Independent Certificates are reviewed every four years to ensure their market viability.

Independent Certificates are assigned a review date by the APR Coordinator and placed on the University Academic Review Program master schedule.

- An Independent Certificate will be notified in August, six-months prior to the due date of its self-study.
- APR Coordinator will work with The Graduate School and Professional and Continuing Education to name Review Team members by November 1.
- IC Self-study will be due to APR Coordinator February 1.
- IC Self-study will be due to Review Team by March 1.
- Review Team will meet by April 1.
- Review Team will submit a response and recommendations by April 15.

### Review Team Representatives

1. the graduate or program coordinator (or designee) from the department that offers the Independent Certificate (not the coordinator);
2. a representative from the Office of the Graduate School
3. a representative from Professional and Continuing Education
4. a neutral individual identified by APR Coordinator

### Review Roles and Responsibility

#### APR Coordinator

1. Notifies Certificate Program Coordinator of IC Self-study due date.
2. Coordinates identification of Review Team members.
3. Sets date for Review Team Discussion
4. Receives written response

#### Certificate Program Coordinator

1. Coordinator prepares Self-study (see outline below)
2. Meets with review team

#### Review Team

1. Reads Self-study and Assessment Progress Template
2. Meets for discussion

3. Identifies:
  - a. Areas of Strengths
  - b. Areas of Challenge
  - c. Determines if program is still viable
  - d. Makes recommendation for continuation, including suggestions for improvement or changes;  
or
  - e. Makes recommendation for dissolution of the certificate program
  - f. Prepares a written response

### **Outline of Self-Study Report (based on APR Internal Self-Study Report)**

#### **Part I**

##### **Program Viability and Resources SACSCOC 9.1**

- Cite enrollment figures since the inception of the IC.
- Evaluate the viability of the program in terms of state, regional and national needs. State what is unique about the JMU program. State how the program addresses specific needs for training of graduates at the state, regional, or national level. Discuss this in terms of placement of students and demand for students with specific types of training.
- Assess the size of the program regarding need for expansion or contraction. Discuss whether the program expects increasing or decreasing demand. Discuss demand for the program and placement of completers in the employment market.
- Discuss how resources have changed (increased, decreased or stayed the same) due to changes in enrollment. Discuss changes that have resulted from technology, for example, increase in classroom technology due to larger class sizes.

#### **Part II**

##### **Assessment of Student Learning Objectives SACSCOC 8.1; 8.2b**

In conjunction with your academic unit assessment liaison and CARS assessment liaison, provide an interpretation of assessment findings about the quality of student learning in the program. Focus on interpretation of data and how the results were used. Discuss strengths and weaknesses of student progress on learning objectives. Discuss changes made, or being considered, to the program based on assessment results. Discuss the quality of the program's assessment activities, including strengths and weaknesses of assessment tools used by the program.

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## Internal Self-Study Report

**Format:** The Internal Self-Study Report should conform to the following outline. Writers may supplement the self-study with additional sections that focus on issues most relevant to the program. As appropriate, information should be provided for both the academic unit and the involved academic program in situations where an academic unit includes multiple academic programs (e.g. Department of Health Sciences-Athletic Training). This is especially relevant for sections.1, 2 and 9.

**SACSCOC** denotes the sections of the SACSCOC report.

If units are referring to the university's accreditation with SACSCOC, the following statement must be used exactly how it is written according to SACSCOC policy:

James Madison University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, masters and doctorate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of James Madison University. The Commission should only be contacted concerning an institution's significant non-compliance with a requirement or standard. Normal inquiries about James Madison University (such as admission requirements, financial aid, education programs, etc.) should be directed to JMU, not the Commission's office.

**Length:** The narrative should be no more than 50 pages.

**Documentation:** When gathering documentation, use a four- or eight-year retrospective as deemed appropriate. In some cases, the data may be more appropriate using an eight year recall to show significant trends. In other cases, a four-year recall going back to the Four-Year Interim Report may highlight the significance of the issue.

**Timeline:** See *Instructions and Guidelines* for all important dates and requirements for the April 15 and November 15 due dates.

**Submission:** Upload the following items to the program Dropbox:

- 1) MS Word or .pdf version of Internal Self-Study Report. Special instructions will be sent if submitting .pdf.
- 2) All documentation, organized by section number.

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### Outline of the Internal Self Study Report

#### I. Table of Contents

#### II. Executive Summary

##### 1. University, College and Academic Unit Structure, Mission, APR History

- Briefly describe where the academic unit and program fit into the organizational structure of the college, and university. Provide the current mission statement of the college, academic unit and program. Explain how the current academic unit's mission statement supports the college and university mission statements and the date of when each statement was adopted. **SACSCOC 9.2**
- Discuss significant changes, if any, within the unit and program, since the previous APR.
- Compare the number of students currently served by the academic unit and individual major/program to the number since the previous APR .Use the following categories, as applicable: Undergraduate or graduate; minors, general education, pre-professional programs, elective courses, other. **SACSCOC 6.1; 6.2b**

**Suggested Documentation:** Number of declared majors and minors – a four or eight-year retrospective summary (provided by the Office of Academic Affairs or academic unit records).



## 2. Academic Unit and Academic Program Goals and Objectives SACSCOC 9.2

- List the academic unit's goals and objectives, if appropriate. If the self-study is program specific, list instead the program's goals and objectives and discuss how they relate to the academic unit goals and objectives. SACSCOC 8.1; 8.2b
- Identify and briefly describe the major activities that have supported efforts in achieving these goals and objectives. SACSCOC 8.1; 8.2b

**Suggested Documentation:** Links to undergraduate and/or graduate catalogs

## 3. Academic Program Structure SACSCOC 9.1; 10.4; 9.7

- Describe the program requirements and curriculum design. Describe the most recent curriculum revisions and when they were undertaken, and if the program is considering future curriculum changes.
- Discuss coherence and integrity of the curriculum when compared to standards of best practice as determined by regional and national learned societies. Discuss responsiveness of the curriculum to societal needs.

**Suggested Documentation:** Links to undergraduate and/or graduate catalogs; selected course descriptions; selection of key course syllabi from fall and spring semesters

## 4. Program Viability and Resources SACSCOC 9.1

- Evaluate the viability of the program in terms of state, regional and national needs. State what is unique about the JMU program. If this is a professional program describe how the program addresses specific needs for training of graduates at the state, regional, or national level. Discuss this in terms of placement of students and demand for students with specific types of training.
- Assess the size of the program regarding need for expansion or contraction. Discuss if the program is expecting increasing or decreasing demand. Discuss demand for the program and placement of majors in the employment market.
- Citing the enrollment figures in item 1, discuss how resources have changed (increased, decreased or stayed the same) due to changes in enrollment. Discuss changes that have resulted from technology, for example, increase in classroom technology due to larger class sizes.

**Suggested Documentation:** National data sources, i.e. U.S. Dept. of Labor; Delaware Cost Study data provided by Academic Affairs, professional associations, etc.

## 5. Role of Program in the College and the University SACSCOC 9.1

- Discuss the relationship of the program to college and university-wide efforts, including undergraduate or graduate programs; SACSCOC 9.6; minor offerings; cross disciplinary programs; pre-professional programs; and non-majors.
- If the program has a strong relationship to General Education, SACSCOC 9.3; 8.1; 8.2b, describe how the program fits within the General Education structure and the involvement of the program.
- Describe how faculty in the program contribute to other programs, specifically, Honors College, diversity, civic engagement, and Madison Collaborative initiatives; discuss relevant resource considerations.

**Suggested Documentation:** The service role of the academic unit – a four or eight-year retrospective of overall enrollments in service courses, General Education, honors, etc. including changes in student-faculty ratio as well as race/gender information provided by the Office of Academic Affairs and from academic unit records.

## 6. Role of Faculty in the Program SACSCOC 2.8; 3.4.10

- Describe significant faculty achievements regarding teaching, advising, research and/or creative activity, service and support activities, outreach and civic engagement activities.
- Discuss faculty teaching load, etc. Include professional development for full and part time faculty.
- Discuss diversity initiatives in faculty hiring and retention effort.

**Suggested Documentation:** External support and sponsored research – a four or eight -year retrospective (provided by Sponsored Programs); Faculty vitae or website profiles or summary of faculty information; Faculty Promotion and Tenure Guidelines

## 7. Assessment of Student Learning Objectives SACSCOC 8.1; 8.2b

- In conjunction with your academic unit assessment liaison and CARS assessment liaison, provide an interpretation of assessment findings about the quality of student learning in the program. Focus on interpretation of data and how the results were used. Discuss strengths and weaknesses of student progress on learning objectives. Discuss changes made, or being considered, to the program based on assessment results. Discuss the quality of the program's assessment activities, including strengths and weaknesses of assessment tools used by the program.

**Suggested Documentation:** Curriculum map from the program's latest Assessment Progress Template (APT); Note: Do not include the curriculum map in the narrative; place in the documentation section.

## 8. Role of Students and Alumni in the Program

- Students: Describe the involvement of students in program affairs including student organizations. Discuss student perception of the program. Describe the academic and pre-career advising system within the program.
- Discuss diversity, civic engagement and Madison Collaborative efforts with students.
- Alumni: Disseminate alumni survey. Using the results, describe the involvement of alumni in program affairs. Discuss alumni perception of the program, including program effectiveness.

**Suggested Documentation:** Summaries of student evaluations, exit interviews, focus groups; alumni survey results, national exams, etc.

## 9. Quality and Quantity of Academic and Administrative Support

- Discuss the level of support for the *academic unit and program*. Address the adequacy of the staffing level of the program using discipline norms and best practices for comparisons.
  - Consider classified and wage staff; graduate and teaching assistants SACSCOC 9.6; Student assistants; Advising support.
  - Consider the following full-time faculty; part-time faculty; discuss the Delaware Cost Study data provided. How do the teaching loads of tenured faculty compare with national benchmarks and/or our peer group? What portion of undergraduate teaching is done by regular faculty compared to our peer group?
- Additionally, evaluate the adequacy of the following resources in carrying out the mission of *the academic unit and program*:
  - Library resources, indicating the levels and quality of access to information SACSCOC 11.1
  - Technological support SACSCOC 11.1
  - Non-personnel based support (e.g. operating budget, grants, foundation money)
  - Facilities in the academic unit and program including classrooms, labs, other instructional facilities and office space SACSCOC 11.1

**Suggested Documentation:** The Delaware Cost Study data will be provided. Other documentation should include the Academic Unit Budget Information – salary and non-salary as an 8-year retrospective summary. This should be more of a summary talking about trends, rather than providing extensive tables. For example, eight years ago the budget for technology was \$X; highlight budget increases, or budget infusions over the eight years and today the budget for technology is \$Y. Look at expenditures within categories in their budget do not just report a bottom line. Another example would be to show the trend of expenditures on faculty travel.

**10. Strategic Plan/Initiatives**

- Briefly describe the program’s strategic plan.

**Suggested Documentation:** Current strategic plan; academic unit annual reports from previous four or eight years, depending on when the strategic plan was updated; Previous APR External Report/Response; APR Four-Year Interim Report, JMU-STAR tool information on program objectives.

**11. Potential Areas for Additional Review/Consulting and Recommended Consultants**

- Based on the findings of the self-study, identify two to three areas (in rank order) in which external consulting could benefit the program. These should not be generalities – the program must identify specific needs that will result in measureable outcomes. For example, the program may need assistance in developing a master’s program, managing enrollment or developing hybrid-type instruction. List the areas and provide a brief (two-three paragraphs) justification for each. Keep in mind that budget initiatives are the proper avenue for requesting resources (faculty lines, space, equipment, etc.) The external review should not be viewed as a process to request more resources. An external review team might suggest different ways of managing teaching loads, accommodating increased student demand, etc. that would result in resource neutral solutions.
- Considering the needs and areas for review identified in item a, list 5-8 critical questions for the external consultants to explore and respond to during the review and site visit.
- Identify 6-10 consultants who have the expertise to provide substantive feedback related to one or more areas for review and critical questions. See External Consultant Selection, p.24.

Name	Title/Contact Information	Critical Question/Area Expertise

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## External Consultant Selection

The External Review provides an opportunity for program faculty and administrators to gain a perspective on the strengths and weaknesses of the program from academicians and practitioners outside of the university. The primary charge of the External Consultant is to review the Internal Self-Study and make substantive comments in response to the critical questions posed by the program faculty, dean and the Office of the Provost.

The program faculty, unit head and dean should review the report, identified needs, areas for review and critical questions. A list of recommended external consultants should be compiled and a brief rationale should be written as to how each one would be able to address the identified issues. This information will be submitted in the Internal Self-Study Report.

Based on the issues identified, consider suggesting at least 2 consultants per issue. Some have identified First Choice, Second Choice, etc. The first choice of consultant may not be available for your site visit date. Thus, submit a list of 6-10 potential consultants.

These are the considerations for consultants:

James Madison University **shall not** knowingly select an off-campus person as a consultant if that person:

1. Has been – within the last five years – a compensated consultant, an appointee or employee of the institution, or has been a candidate within the past five years for employment at the institution.
2. Has a close personal or familial relationship with persons at the institution or a strong bias regarding the institution.
3. Is a member of an association or professional activity that an impartial person might reasonably conclude would serve as an impediment to rendering an impartial, objective professional judgment regarding the accreditation of an institution.

One External Consultant must be a JMU faculty or staff member from outside of the program's college. The JMU representative will serve as the chair or coordinator of the External Consultants. The External Consultants may also be academicians from peer institutions with significant regional and national visibility in the discipline being reviewed. A unit may consider a practitioner member. This is someone employed in an area related to the program. They may be individuals who can provide valuable information relative to career demands and development. A graduate of the program within the past two to five years who can provide a perspective on the contribution of the program to his or her career may be selected.

The academic unit head should nominate potential reviewers in consultation with the self-study team. Several names should be submitted and priority should be indicated. Reviewers should be chosen based on the needs of the program. The number of reviewers required depends on the size and needs of the program. The only required consultant is that of a JMU faculty member, as stated above. Units should have three to five consultants depending on the issues to be addressed at the review.

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## On-Site Visit Itinerary Outline

The Academic Unit Head (AUH) and Internal Review Committee Chair will determine the faculty, staff, students and other administrators to be interviewed. Meetings with the Provost, college dean and CARS must also be scheduled. All graduate programs must include the dean of The Graduate School. The open suggested times can be flexible to accommodate faculty, students and staff schedules.

Other areas of the university should be included as needed. Suggested areas for interviewing include General Education, the Honors College and University Advising.

Indicate the full names of people to be interviewed and indicate what they represent, i.e. undergraduate students, full professors, adjunct faculty, etc.

### Day 1 (Sunday)

- 2:45 Coordinator drives non-JMU consultants to campus
- 3:00-5:45 Orientation & review of program documents
- 6:00-8:00 Dinner and overview of program: External Consultants, Internal Review Team Representatives and/or faculty representatives, Academic Unit Head, Dean(s), Program Review Coordinator

### Day 2 (Monday)

- 7:45 Coordinator drives non-JMU consultants to campus
- 8:00-8:50 External Consultant Meeting
- 9:00-9:50 Meeting with Academic Unit Head
- 10:00-10:50 Meeting with Dean
- 11:00-11:50 Meeting with The Graduate School Dean as applicable
- 12:00-1:00 Lunch
- 1:00-1:50 Meet with faculty, staff or students
- 2:00-2:30 Meet with CARS (Assessment)
- 2:30-3:00 Open for Team//Tour of facilities as appropriate
- 3:00-3:50 Meet with faculty, staff or students
- 4:00-4:15 Break
- 4:15-5:00 Meet with Provost and Senior Vice President for Academic Affairs
- 5:00-5:50 Meet with faculty, staff or students.
- 6:00-8:30 External Consultant Meeting & Working Dinner

### Day 3 (Tuesday)

- 7:45 Coordinator drives non-JMU consultants to campus
- 8:00-10:50 External Consultants compile Preliminary Findings
- 11:00-11:45 External Consultants Present Exit Interview to Campus Constituents:  
Vice Provost for Faculty and Curriculum, Dean(s), Academic Unit Head and Program Faculty
- 12:00 Depart campus, lunch on own

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## External Report Guidance

The External Report (ER) is submitted by the external consultants/team two weeks after the conclusion of the site visit. Content includes the program/unit strengths, challenges and recommendations. During the site visit, the consultants are given this guidance:

- Not all of the sections/subsections of the ISSR need to be addressed
- The focus of the report should be on the critical questions in Section 11
- They can address team identified-issues (i.e. those not addressed in ISSR) secondary to the critical questions

The suggested format of the report is as follows:

- Introduction/Dates of Visit/Consultants
- Summary of Strengths and Challenges as identified in the ISSR
- Response or recommendations to Section 11 critical questions
- Other notable recommendations

The length should be no more than 10 pages; double-spaced, 12 point font. The consultants should share in the responsibility of writing sections of the report. The chair should coalesce the sections into one coherent document and submit the ER to the APR Coordinator per the instructions and timeline.

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## External Report Response Guidance

The External Report Response (ERR) is prepared and submitted by the program/unit within four weeks after receiving the ER. Please reference the following pages in the APR Guidelines:

1. Page 3 – Stages Four and Five
2. Page 13 – Instructions and Timeline, Fall External Visits, item #6

Stage Four requires the unit key personnel and/or the Internal Team to prepare an External Report Response (ERR) to the recommendations. The guidance on how/what to write in the ERR is brief: The APR guidelines state that the unit should 'develop a 'plan for integrating the results'. The formal 'action' plan should include specific objectives, a timeline for action and responsible people. If the response to a particular recommendation is 'not possible', then make that statement with a brief explanation.

The ERR should be between 5 and 7 pages. Each recommendation should be addressed collectively or individually. The program is reminded that the ERR should be reviewed by the Dean before sending it to the APR Coordinator. After the ERR is accepted by the Provost, the program moves to Stage Five which is an on-going process. Updates should be included in the annual report, the STAR Planning Tool and Strategic Plan.

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## Outline of the Four-Year Interim/Accreditation Mid-Point Evaluation Report

The *Four-Year Interim and Accreditation Mid-Point Evaluation Report* should conform to the following outline. This report should be brief and address only the topics listed in the outline. The entire report should not exceed 5 pages. The report is a stand-alone document due with the Academic Unit or Department Annual Report.

### I. Status of Program

#### A. Enrollment Trends

1. Discuss enrollment trends since the APR or accreditation. Include majors, minors and service courses, using information from your annual reports. Do not include charts or tables; summarize the enrollment trends (increase, decrease, or holding stable) in paragraph form.
2. Discuss instructional needs related to the trends discussed above (faculty, classroom, support services).

#### B. Review of Recommendations from the previous APR or Accreditation

1. Based on the action plan created as part of the previous APR or Accreditation report, evaluate the success of the action plan-related objective (from the JMU-STAR Tool).
2. What were the main concerns raised in the previous APR or Accreditation Report?
3. What steps have been taken to address them? How successful have they been?

### II. Modifications to Strategic Plan

#### A. Evaluation of current and future needs

1. What are current issues facing the program?
2. What new issues do you anticipate the program to encounter before the next external review or accreditation?

**Documentation:** Updated Strategic Plan

### III. Need for External Review

- A. An external review will be held if there are issues of high concern identified by the unit. Four-year interim external reviews will be the exception, not the rule. After discussion with the dean, state whether: 1) there is a high need for an external review at the four-year interim or 2) there is no need for an external review at this time.

If you have indicated there is a high need, discuss the specific area or areas and provide a justification for each.

#### B. Review of Additional Areas (Optional)

The Office of the Provost, with input from the supervising vice provost and deans, may select specific areas to address in an external review or full report.