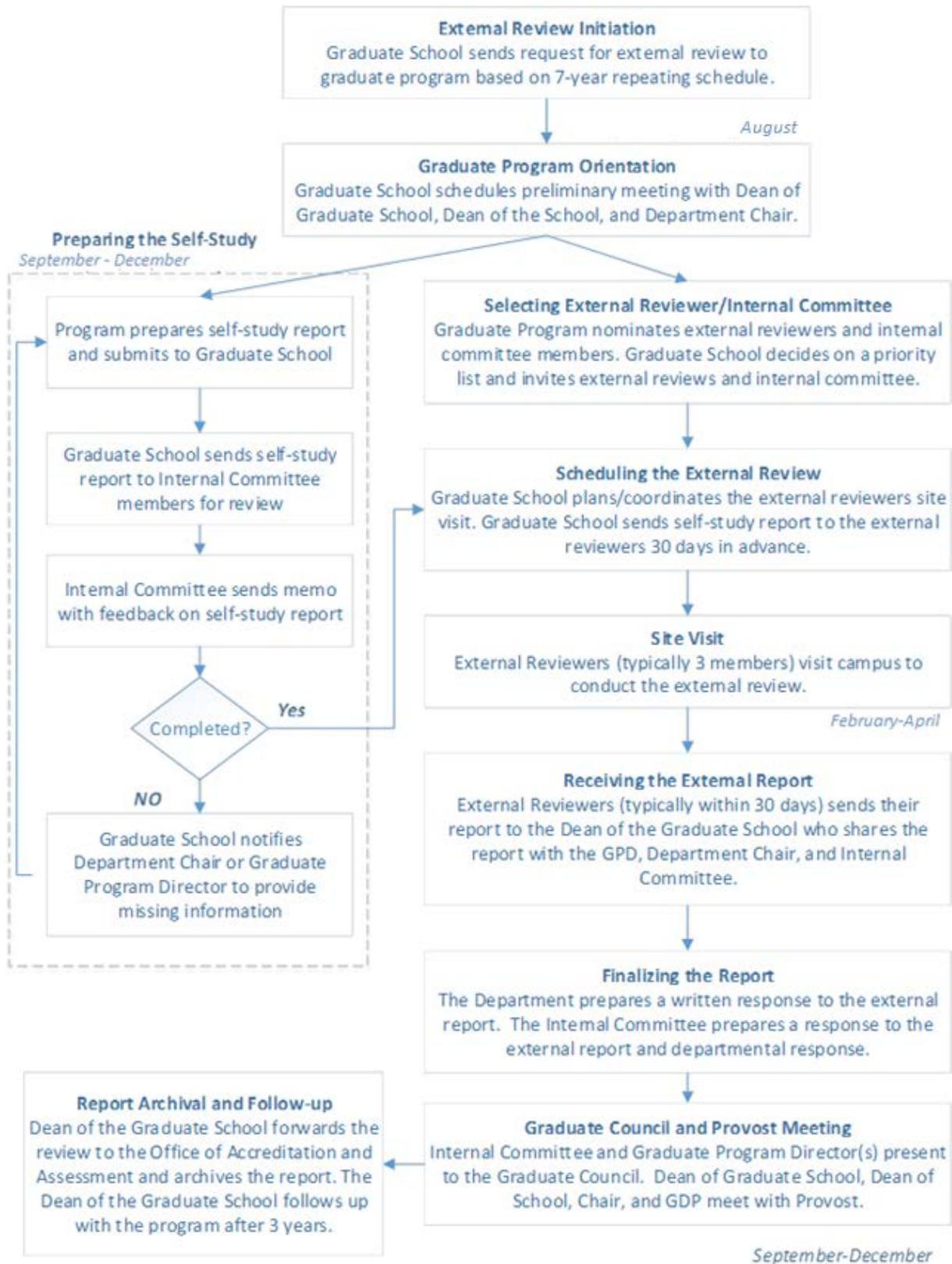## Executive Summary

The Graduate School conducts external evaluative reviews for all graduate programs across the University of Miami. The purpose of these reviews are to regularly (currently every 7 years with intermediate reports after 3 years) assess the effectiveness of the program while identifying niche areas of excellence to foster, discussing areas for improvement, sharing core areas that may be appropriate for interdisciplinary partnerships, and formally reporting to leadership those areas requiring further investment. Every 7 years, graduate programs should complete a self-study in the fall semester of the academic year, and the Graduate School will conduct the prescribed procedure for an external program review.

Procedures for Review of Existing Graduate Programs

1. Graduate Program reviews will routinely take place every seven years by initiation of the Graduate School or Graduate Program.
2. The first step in the process is for the Graduate Program designee (Dean, Department Chair or Graduate Program Director) to meet with the Dean of the Graduate School to determine the content of the self-study report. The timetable is discussed.
3. The self-study report is prepared within a period of two- to four- months time and then submitted to the Dean of the Graduate School.
4. A list of potential External Reviewers with expertise in the program will be submitted to the Graduate School along with an explanation of any relationships they may have to the faculty of the program no later than by the time the self-study report is completed.
5. The Dean of the Graduate School will select a committee comprised of three UM graduate faculty members (Internal Reviewers) from outside of the program who will review the self-study report. Their task is to make recommendations to the Graduate Program before the document goes to the External Committee. This same group of three will attend the exit meeting with the External Reviewers and the Dean of the Graduate School on the final day of the site visit to hear the recommendations for improving the program. As a final task, the Internal Reviewers will attend the Graduate Council meeting where the final report will be presented to the Council.
6. A rank ordering of the potential External Reviewers will be determined by the Dean of the Graduate School. The scheduling of the site visit date will be done by the Graduate School in consultation with the program faculty and their Dean, dependent on the availability of the reviewers.
7. The Graduate School will arrange requisite appointments with the Dean of the Graduate School and Provost for the upcoming site visit. Meanwhile the program will use the sample schedule to set up the other site visit details.
8. Once the document is updated with the Internal Reviewers' suggestions and the site visit schedule is in place, the document is distributed to the External Reviewers. Thirty days prior to the visit is the preferred lead time.
9. See attached sample schedule for the site visit.
10. The External Committee will submit their 10-15 page report to the Dean of the Graduate School within 30 days of their site visit. The external report is then shared with the Graduate Program and the Internal Reviewers. The program prepares a written response to the external report. The Internal Reviewers prepare a written response to the external report and the program's response.

11. The report from the External Reviewers, the Internal Committee memo of response and the program response are presented to the Graduate Council. If the Graduate Council accepts the reports, the program review will be considered accepted.

12. The Dean of the School, Department Chair, Graduate Program Director, Dean of the Graduate School meets with the Provost to discuss the program review.

13. With the approval of the Provost, the documents are then forwarded to the SACS office (digital copy needed). The Graduate School sends a memo to Faculty Senate and the Graduate Program indicating the program review was approved. The Faculty Senate does not require the full document.

External Review Initiation
Graduate School sends request for external review to graduate program based on 7-year repeating schedule.

August

Graduate Program Orientation
Graduate School schedules preliminary meeting with Dean of Graduate School, Dean of the School, and Department Chair.

Preparing the Self-Study
September - December

Program prepares self-study report and submits to Graduate School

Graduate School sends self-study report to Internal Committee members for review

Internal Committee sends memo with feedback on self-study report

Completed?

Yes

NO

Graduate School notifies Department Chair or Graduate Program Director to provide missing information

Selecting External Reviewer/Internal Committee
Graduate Program nominates external reviewers and internal committee members. Graduate School decides on a priority list and invites external reviews and internal committee.

Scheduling the External Review
Graduate School plans/coordinates the external reviewers site visit. Graduate School sends self-study report to the external reviewers 30 days in advance.

Site Visit
External Reviewers (typically 3 members) visit campus to conduct the external review.

February-April

Receiving the External Report
External Reviewers (typically within 30 days) sends their report to the Dean of the Graduate School who shares the report with the GPD, Department Chair, and Internal Committee.

Finalizing the Report
The Department prepares a written response to the external report. The Internal Committee prepares a response to the external report and departmental response.

Report Archival and Follow-up
Dean of the Graduate School forwards the review to the Office of Accreditation and Assessment and archives the report. The Dean of the Graduate School follows up with the program after 3 years.

Graduate Council and Provost Meeting
Internal Committee and Graduate Program Director(s) present to the Graduate Council. Dean of Graduate School, Dean of School, Chair, and GDP meet with Provost.

September-December

GUIDELINES FOR PREPARING THE SELF-STUDY REPORT

An assessment of your program's existing programs and identification of areas that might need future change will help your program to successfully implement its Strategic Plan. Please provide the Graduate School with the following information:

1. Degrees

   a. Discuss the programs and provide exact titles of degrees offered by your program.
   b. Discuss the purpose and goals of each program and degree.
   c. Assess job market demand for students possessing degrees offered by your program.
   d. Can courses offered by your programs be taken for credit by students in other departments and applied toward earning degrees outside your program?

2. Current/Projected Strategic Plan (Describe a high-level strategic overview of the program, perhaps 2 pages)

   a. Describe your program in a strategic sense. Who are you? What is your growing capacity to educate and train? How is your infrastructure growing to meet those needs? What are your interdisciplinary connections and growth opportunities? How are you perceived externally?
   b. Areas of strength: What is your niche? What are the areas that your program can be in the top quartile? How is your strength evaluated?
   c. Areas for strategic development: Does the sustainability of your students, faculty, university, or trends demand that you do something differently? What are your areas of growth?
   d. Describe the direction the program will take in the next five years.
   e. Articulate resource allocation, reallocation and needs.

3. Resources

   a. Assess the adequacy of all library resources and services.
   b. List and evaluate all existing equipment and facilities in your program.
   c. List equipment currently needed by your program and provide estimates on how much new equipment will cost.
   d. Project what you anticipate your program's equipment needs will be in the next 5 years and provide estimates on cost.
   e. Evaluate the adequacy of existing classroom and laboratory space.
   f. Project what you anticipate your programs's space needs will be for the next 5 years.

4. Curriculum

   a. List all courses taught in the last five years and by whom.
   b. List anticipated additions, deletions, or other changes in your course offerings for the next 5 years.
   c. Describe any current, anticipated, or agreed upon cooperative or interdisciplinary work with other programs of the University or with any outside agency related to your program.
   d. List and describe tracks for various degrees offered by your program.
   e. Describe the kinds of teaching, e.g., clinical, classroom, independent research, seminars, etc., used by your faculty and what proportion of each is used.
   f. Quantify the distribution of graduate students to advisors.

g. Is the program accredited by an appropriate agency? If not, explain why.
h. Provide statistics on the format and passing rates of qualifying exams required by your program.
i. Describe any colloquia series, special seminars, or conferences your program has held.

5. Faculty

a. Provide a complete CV for each member of your program and for each member of an outside program who participates in your program's offerings.
b. Estimate your program's need for additional faculty in the next 5 years.
c. Describe any interaction your program has with other graduate programs, e.g., extra-program thesis and dissertation committees.
d. Share faculty-articulated needs that could enhance the program.
e. Criteria for membership in graduate faculty

6. Students (This section is relevant for programs that directly control their admission and enrollment. For programs with central admissions such as Miller School of Medicine and several Engineering programs, the pertinent central unit should provide an overarching description that describes these concerns.)

a. Describe general requirements for admission to your programs and completion of your degrees.
b. Describe teaching or research positions currently held by graduates of your program.
c. Describe how TAs, RAs, etc., in your program are trained.
d. Submit degree abstracts.
e. How do you assess the quality of the applicants to your program?
f. How do you assess the program's retention rate and time to graduation?
g. How do you assess your placement of graduates?

7. Administration

a. Describe the academic direction of current programs and how they are administered day-to-day.
b. Describe the academic policy-making mechanisms in place to oversee your program's programs. Are faculty included in these mechanisms? If so, what is the criteria for their participation?

8. Overall Quality Assessment

a. Do you think your program currently offers degree programs and an environment that facilitates and enhances student learning? State the method used to gather the information.
b. Describe any recommendations that would enhance the instructional environment for faculty, staff, and students in the program.

9. Provide any other information that you think is pertinent. (Graduate Programs may decide to include their Program Assessment Reports (PARs) in the Appendix of their self-study)

UNIVERSITY OF MIAMI
GRADUATE SCHOOL

Program Name and Degree (*please fill out separate form for each degree*):

Program Web Link:

NRC Ranking /Year (if applicable)

Purpose:

<u>Program Summary</u>

SAMPLE

Fall	2009	2010	2011	2012	2013	Remarks
No. of Applications (Fall)	4,164	5,186	5,500	6,191	5,636	
No. of Accepted	1,639	1,826	1,979	1,981	1,959	
No. of New Enrolled FT	717	798	803	918	883	
No. of New Enrolled PT	107	121	143	121	111	
Average GRE Scores for Fall Entering Class	305	305	306	307	307	
Average GMAT Scores for Fall Entering Class	623	639	626	623	595	
Average Other Scores for Fall Entering Class, if relevant (specify test):	N.A.	N.A.	N.A.	N.A.	N.A.	
Average Undergraduate GPA for Fall Entering Class	3.4	3.4	3.3	3.4	3.3	
Average Graduate GPA for Fall Entering Class (if applicable)	3.7	3.7	3.6	3.6	3.7	
No. of Financially Registered Enrolled Students	3,113	3,293	3,401	3,303	0	
No. of TAs	453	403	446	445	0	
No. of RAs	405	300	415	358	0	
No. of GAs	25	10	9	29	0	
No. of FE (Fellowships)	124	94	139	129	0	
No. of TRs (Trainees)	136	150	125	107	0	
No. of WV (Waivers only but none of above, e.g., dissertation only with waiver)	110	87	138	201	0	
No. of Traineeships from Florida (FL)	7	0	22	1	0	
No. of Assistantships supported by Graduate School (GR)	1	0	0	0	0	
No. of Stipends Only	55	29	37	36	0	
$ Amount of "Typical Stipend" for First-Year Student						
No. of Students Funded on Grants						
No. of Degrees Granted (Summer B- Summer A)	1,045	1,059	1,071	1,195	1,087	
Time to Completion (in years, one decimal place)	2.85	2.94	2.74	2.62	2.64	
% of Students Passing License or Certification Exams (Year of Report)						
Placement Status for the past 5 years	Enter placement information in the Degrees Awarded Data tab					

Graduate Program Review (Data to F13)   1   11/15/2013

This table will naturally evolve as University information systems are enhanced.

Student Name	Semester Degree Awarded (e.g., Fall 2006)	Current Position	Current Employer	City	State	Country

TABLE I

Faculty Summary
Last Five Years

Name	Degree/Year Institution	Rank/ Appointment Date	Chair Departmental Thesis (T) Disserta. (D) Committee	Member Departmental Thesis (T) Disserta. (D) Committee	Member Extra Departmental Thesis (T) Disserta. (D) Committee	Notable Additions	Full-length Refereed (only) Publications	Extra-mural (funded) Grants & Contracts
E.g., Doe, A.	Ph. D. 1976 Penn. State	Assoc. Prof. 1976	7 (T) 2 (D)	5 (T) 12 (D)	2 (T) 1 (D)	9 prof. Presentations 1 book chapter	J. App. Physiol. 26: 564-68. 1980 Am. J. Physiol. 57: 321-324, 1982 Int. J. Spts. Med. 12: 68-71, 1983	NSF, 1980 - $62,946 Kodak Corp. – 1980, $14,500
Dun, B.	Ph. D. 1974 Emory	Assoc. Prof. 1974	1 (T)	4 (T) 3 (D)		Section Editor (J. of Appli. Physiology) 2 prof. presentations Developed 2 new grad. courses Excellent teacher; Outstanding student evaluations Nominated by unit for outstanding Teacher Award	Med. Sc. Spts. Ex. 16: 24-27, 1980 Res. Quart. Ex. Spts.	
Poe, C.	Ph. D. 1964 UCLA	Professor 1964	1 (T) 1 (D)			Edited 1 Book		

GRADUATE SCHOOL PROGRAM REVIEW
ROLES OF INTERNAL COMMITTEE

1. To review the self-study report and to indicate where information is missing. Your feedback will be provided to the program before the external review document is sent to the external reviewers. The internal committee chair will send me a memo that will be forwarded to the Graduate Program Director.

2. To meet with the external reviewers at the end of the second day and seek their impressions of the program and ask questions of them. Based upon your reading of the self – study and input from the external committee, you will write an internal review document (about 3 to 5 pages) addressed to the Graduate Council.

3. You will present the program review to the graduate council for discussion. I serve as a facilitator of this discussion. I have expanded the role of the Graduate Council to be more involved with the strategic planning for graduate education. They will ask questions of clarification of you and then a determination is made in Executive Session whether the program review is ready to be forwarded to the Provost. After the Provost reviews the complete review, it is then forwarded by the program to the Faculty Senate and the Graduate School sends one to the SACs accreditation office. Thus, these program reviews are essential to strategic planning, faculty governance, as well as supporting the accreditation process as documentation of strategic planning by graduate programs.

A Sampling from Previous Internal Committee Memos

The Internal Committee can comment on each section of the document such as those shown below:

General comments
This is a clearly and carefully prepared report. It provides a great deal of detail, at some points perhaps too much (e.g. Table in p. 8 providing components and cost of Audio Visual equipment). It is well-organized and precise.

Program rationale
Why is important to have a GRADUATE program in _____?

What are the advantages for the institution (strategic guidelines: revenue-generating, faculty research-assisting, or reputation-enhancing?) What are the advantages of offering a PhD program?

What are the advantages for South Florida, for the country to have this program at UM?

Are we satisfied with the program we have? Do we want to improve it? At this point it may be helpful to declare 3 peer institutions we feel we compare to, and 3 aspirational comparison schools, if we want to upgrade the program. These comparisons can and should be used throughout the report to compare values (e.g. number of students, number of faculty, funding levels, publications/student, average GREs, attrition rates, etc), whenever possible.

Information
Some of the following information is missing or difficult to grasp. The information could be added in additional tables, perhaps in Appendix form:

Clarify attrition rates (if possible indicate causes).

What is the number of students not passing Qualifying examinations? %?

The following information needs to be included:
- GRE Statistics
- Student Fellowships: any aside UM fellowships?
- Transfer students

Strategic plan
The goal is to more than double the graduate enrollment. While the case is made that the job market is strong, the arguments for expansion could be a bit stronger. In other words, if I were going to double _____ graduates, why would UM's program be the one to provide these new graduates? This may be a good time to bring back the comparison schools mentioned in the introduction, and address the questions of where we are, where we would like to be, and above all, why._____

Or the Internal Committee memo could just be bullets:
- Page 33, Section 5a: More information needs to be provided about how a research assistantship differs from a fellowship (i.e., salary, hours).
- Page 36, Section 5d: How can this section report on teaching assistants when on page 34 it was stated that there are none?
- Page 48, Section 6a: Exactly what secretarial support is needed and used by the Ph.D. program? Exactly how much student travel has been funded by the program during the past five years?

Sample Schedule

(Please note there are slight variations to this plan for Medical and RSMAS campuses)

*GPD = Graduate Program Director or Asst/Assoc Dean as applicable

The actual visit schedule can be modified to meet the needs of the program although any modified schedule must provide time for meetings with academic leadership (i.e. Dean, Graduate Dean, and Provost). This schedule should be set up and all relevant parties notified as soon as the visitation dates with the external committee are known.

The program internal document must be reviewed by the UM internal committee and feedback given to the program director or dean before the document goes to the external committee. The final internal document for review by the external committee should be submitted to them 30 days prior to their visit.

Day 1 –

Arrive in Miami and check into hotel by 5 pm. Dinner with external reviewers and Dean of the School receiving program review (expense paid by program).

Day 2 -

8:30-9:30 am *Breakfast at hotel with Dean of the Graduate School (expense paid by the Graduate School)*

9:30 am A program faculty member picks up External Reviewers and brings them to campus from hotel

11:00 am Program Faculty meets with External Reviewers

12:30 pm Lunch with select Program Faculty not in previous meeting (expense paid by the program)

2:00 pm Program Faculty meet with External Reviewers

5:00 pm External Reviewers meet in 2 sessions, first with 1st & 2nd year students and then a separate session for the 3rd and 4th years and other advanced students (refreshments paid by the program). The second meeting can be done as an informal luncheon with the advanced students on the second day, if preferred.

7:00 pm Dinner with External Reviewers and GPD or Dean (expense paid by the program)

Day 3 –

8:30-9:30 am Breakfast - External Reviewers only (expense submitted to the Graduate School for reimbursement)

9:30 am Program faculty member picks up External Reviewers and brings them to campus (along with their luggage if they are leaving directly for the airport after the exit meetings)

10:30-12:30 Meetings as decided between External Reviewers and Program Faculty

12:30-2 :00 pm Lunch with select Program Faculty (expense covered by the Program)

2:00 pm External Reviewers exit meeting with Dean of School and/or GPD

3:00 pm *External Reviewers meet with Provost and Dean of the Graduate School*

4:00-5:00 pm   *Debriefing meeting with Dean of the Graduate School and External Reviewers and Internal Sub-Committee Members*

6:00 pm   External Reviewers dinner on their own or return to airport (Expense reimbursed by the Graduate School)

Note: Items in Italics are set up by the Graduate School. All others are coordinated in the program.

The dean of the school MUST meet with the external reviewers at some point in the schedule. A tour of the facilities should be included in the visit.

The transportation, lodging and honorarium for the External Reviewers are paid by the Graduate School. Meals with the Program, refreshments for student meetings, etc. are covered by the Program.

The report from the External Reviewers is submitted directly to the Dean of the Graduate School