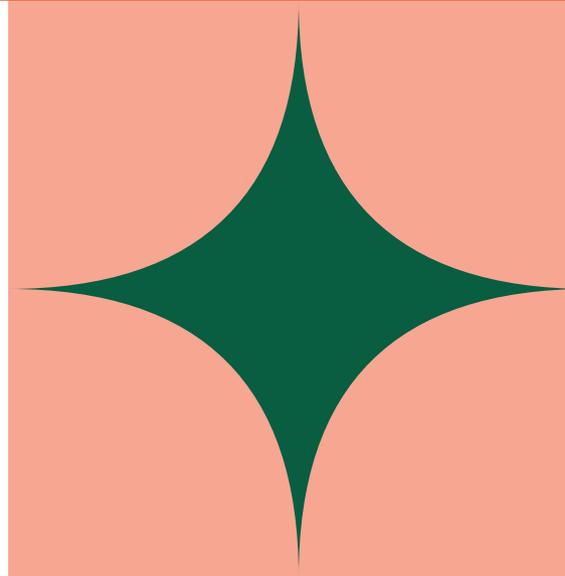


Academic Graduate  
Program Review



University of Miami  
Graduate School

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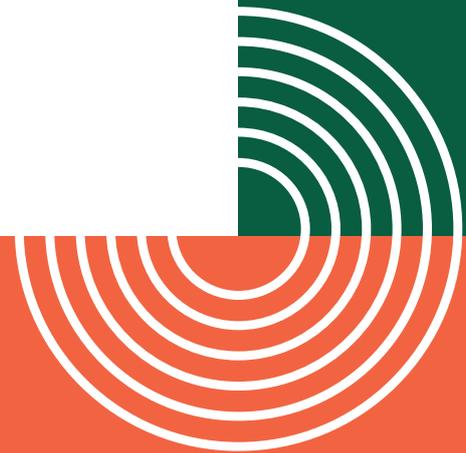
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# INTRODUCTION

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The University of Miami regularly performs evaluative reviews of all graduate programs. Each doctoral program and stand-alone master's program will undergo an Academic Graduate Program Review on a seven-year cycle initiated by the Graduate School. If a program offers both doctoral and master's degrees, both degrees will be reviewed simultaneously during the same review process.

The purpose of these reviews is to maintain and enhance the quality of graduate programs at the University of Miami. The reviews are designed to comprehensively evaluate the effectiveness and rigor of the programs, to offer suggestions to help strengthen and sustain the quality and integrity of our degree programs and to provide guidance for administrative decisions in ways to support the continuous improvement of program quality. Program reviews are essential to strategic planning, faculty governance as well as supporting the accreditation process.

While the main focus of the review is on the graduate program, the review process requires a more thorough analysis of the academic unit as a whole. This wholistic academic review will allow for not only the assessment of the specific graduate program undergoing review but more importantly to examine it within the broader context of the academic unit taking into account all the complementary educational offerings and priorities identified by the academic unit.

The review process is coordinated by the Graduate School and involves the academic unit undergoing review and the Dean of the school of college in which the unit is located, a selected review team, Graduate Council, and the provost. The Graduate School will send final notification of the outcome of the review to both the Office of Assessment and Accreditation and the Faculty Senate.



# ACADEMIC GRADUATE PROGRAM REVIEW PROCESS

## 01.

### **NOTIFICATION**

- Graduate School
  - Emails programs due for review based on 7-year reporting schedule
  - Schedules introductory meeting
    - Includes: Graduate School Dean, Academic Dean or Associate Dean of Graduate Education, Chair, Graduate Program Director

## 02.

### **INTRODUCTORY MEETING**

- Purpose: to familiarize unit with Academic Program Review Process
- Action Item(s):
- Designate a Program Review Coordinator, who will be the liaison between the program unit and the Graduate School
  - Establish timeline for review

## 03.

### **DATE AND REVIEW TEAM SELECTION**

- A Review Team is an essential component of Program Review. The Review Team will be comprised of two external reviewers and one internal reviewer who will be appointed by the Graduate School after consultation with the program.

External reviewers should be nationally recognized experts in the field who are able to view the program within the larger context of the discipline. They should also be individuals who have no conflicts of interest or direct connection to the unit (e.g., former faculty, program alumni, direct research collaborators from past 5 years, or former mentors of individuals within the unit).

Internal reviewers must be a member of UM's Graduate Faculty from a closely related discipline. They cannot include a member of the unit (including joint appointments) nor should they be someone who is teaching in the unit or a direct research collaborator with someone from the unit.

The review team is charged with conducting a comprehensive review of the unit. In order to do so, the team will review the Self-Study, attend an on-campus site-visit, and collectively write a Review Team Report.

# ACADEMIC GRADUATE PROGRAM REVIEW PROCESS

## Program

- Consult with Academic Dean and Graduate School regarding dates for the site-visit

## Action Item(s):

- Compile a rank-ordered list of 2-4 possible internal reviewers submit to Graduate School
- Compile a rank-ordered list of 6-8 possible external reviewers submit to Graduate School
- Provide possible dates of site-visit to Graduate School

## Graduate School

## Action Item(s):

- Graduate Dean selects and invites Review Team
- Make travel arrangements for external reviewers (airfare, hotel, transport to and from airport)

## 04.

### SELF-STUDY REPORT

- The self-study report is the principal document for Academic Program Review. The faculty of the program undergoing review should work collaboratively to produce a report that provides UM administration and the Review Team a complete assessment of the program as it is situated within the academic unit. Ultimately, the report is a self-assessment that will be used to identify not only the strengths and opportunities for improvement within the program but also designed to identify strategies for achieving academic excellence and bringing about marked improvement in program rankings.

## Program

- Collectively prepares report ([see Self-Study Contents](#))

## Action Item(s):

- Submit final self-study report to Graduate School

Due: 6-weeks prior to site-visit

## Graduate School

## Action Item(s):

- Will review self-study to ensure no components are missing
  - If missing, will return to program for revision
  - If complete, will send to Review Team at least 4-weeks prior to the site-visit

# ACADEMIC GRADUATE PROGRAM REVIEW PROCESS

## 05.

### PREPARING FOR THE ON-CAMPUS SITE-VISIT

- All doctoral program reviews will entail an in-person site visit so that the external reviewers will be able to tour the unit's facilities and to meet with faculty, students, staff, and UM administrators. Virtual site visits are possible if the program believes it is appropriate but this needs to be agreed upon during the Introductory Meeting with the Dean of the Graduate School.

Program

Action Item(s):

- Creates itinerary for site-visit ([see Sample Itinerary below](#))

·NOTE: Program will need to work with Graduate School to arrange Exit Meeting with Provost and Graduate Dean.

Due: 6-weeks prior to site-visit

Graduate School

Action Item(s):

- Sends [Charge to the Review Team](#), Self-Study report and itinerary

Due 4 weeks before site-visit

## 06.

### SITE-VISIT (SEE SAMPLE ITINERARY)

- On campus-visit typically will last one full day and half of a second day (depending upon the size of the unit being reviewed). External reviewers will arrive on campus the day before the first full day in time to attend a welcome dinner hosted by the Academic Dean of the program undergoing review. The Graduate School will work with the external reviewers to ensure transportation from the airport to the hotel.

The following day, the Review Team will start with a working breakfast hosted by the Dean of the Graduate School. The itinerary for the rest of the day includes pre-arranged times for the Review Team to meet with faculty, staff, students, and receive a tour of the unit's facilities as well as a larger campus tour. Throughout the schedule, adequate time will be allotted for the Review Team to deliberate in private and formulate conclusions about the visit including a working dinner at the hotel or nearby restaurant to work on the first draft of the report. Representatives from the program may be present if requested by the Review Team.

# ACADEMIC GRADUATE PROGRAM REVIEW PROCESS

On the second day of the visit, the Review Team may have additional meetings scheduled with individuals from the unit, if necessary. The visit will close with two exit meetings. At the first exit meeting, the Review Team will meet with the program chair and program faculty. The second exit meeting will include the Provost, the Dean's office of the respective College or School, and the Graduate School Dean. At both exit meetings, the Review Team will be asked to orally provide an executive summary of their recommendations.

Throughout the entire length of the campus visit, a unit team member will need to provide transportation between the hotel and the campus.

## 07.

### REVIEW TEAM REPORT

- The Review Team's report is an assessment of the unit's overall performance noting strengths and areas for improvement. The report should reflect an assessment of the unit's mission, curriculum, faculty, students, resources and support as well as the stated plans for the future. It will also compare how the graduate program compares to peer institutions and will make any changes needed to raise the profile of both the unit and the graduate program

Review Team

Action Item(s):

- Submit report to Graduate School [DUE: 30 days of site-visit]

## 08.

### POST SITE-VISIT

- Once the program receives the Review Team's final report, it will need to create a written Plan of Action to respond to the Review Team's comments and recommendations. Like the Self-Study report, the Plan of Action response should reflect the input of all program faculty. It will need to summarize and address the substantive issues raised by the Review Team's report and detail a specific plan of action (based on the recommendations) that outlines and prioritizes the next steps the unit will take for continued improvement.

# ACADEMIC GRADUATE PROGRAM REVIEW PROCESS

The Plan of Action should contain the following:

- A general response to the Review Team's report, including a discussion on how the unit solicited collective feedback from the faculty and whether or not there were areas of agreement/disagreement.
- Comment on the assessment and recommendations of the Review Team's report and outline how the program will address the feedback. Which recommendations will the unit adopt and why? What is the timeline for implementing those changes? Are there recommendations that the unit will not address and why? Simply agreeing or disagreeing with the Review Team's comments is not sufficient. Responses should be as detailed as possible.
- Discuss the ways in which the Review Team's recommendations may or may not affect the program's plan for improvement.
- Correct and factual errors reported by the Review Team's report.
- Clarify any areas that presented confusion or misunderstanding for the Review Team.

Graduate School

Action Item(s):

- (Upon receipt of Review Team Report) Distributes Review Team Report to Program Review Coordinator and to the Academic Dean.

Program

Action Item(s):

- Create a Plan of Action response to address Review Team's recommendations  
Due: 30 days after receiving Review Team Report

## 09.

### GRADUATE COUNCIL MEETING

- Since the Graduate Council is involved with the strategic planning for graduate education, the internal reviewer and the Program Review Coordinator will present the program review to the Graduate Council at their next available meeting. The Graduate Council will be provided with the Program Review documents (including the Self-Study report, the Review Team's report, and the Plan of Action) and will have the opportunity to ask questions regarding the results of the program review. In executive session, the Graduate Council will vote to determine whether or not the program review is ready to be forwarded to the Provost. They may forward these documents to the provost with or without comment or recommendations.

# ACADEMIC GRADUATE PROGRAM REVIEW PROCESS

Program Review Coordinator and Internal Reviewer

- Present program review at next available Graduate Council meeting

## 10.

### **CLOSURE MEETING**

- Purpose: to discuss Review Team Report and Program's Plan of Action response

Graduate School

Action Item(s):

- Schedules Closure Meeting

Include: Provost, Graduate School Dean, Academic Dean or Associate Dean of Graduate Education, Chair, Graduate Program Director

## 11.

### **REPORT ARCHIVAL**

- Graduate School

Action Item(s):

- Forward review to Office of Assessment and Accreditation
- Send memos to Faculty Senate and Program indicating review approval

## 12.

### **MID-CYCLE REPORT**

- Programs will submit a brief mid-cycle report (3-pages or less) to the Graduate School. The purpose of this report is to provide a written assessment of what progress has been made since the Program Review. Specific attention should be given to the progress made on the recommendations of the Review Team's report. Any additional significant program changes should also be included.

Program

Action Item(s):

- Submit Mid-Cycle Report (see Guide) to Graduate School

DUE: Start of Spring semester 3 years after Program Review

# ACADEMIC GRADUATE PROGRAM REVIEW PROCESS

13.

## MID-CYCLE REVIEW MEETING (IF NECESSARY).

- Purpose: to discuss progress (or lack thereof) since the review

Graduate School

Action Item(s):

- Schedule Mid-Cycle Meeting

Include: Provost, Graduate School Dean, Academic Dean or Associate Dean of Graduate Education, Chair, Graduate Program Director



# SELF-STUDY CONTENTS

## I. EXECUTIVE SUMMARY

## II. UNIT OVERVIEW

- Mission, Goals, and Strategic Plan
- Program History
- Leadership and Administrative Structure
  - Describe the unit's internal organization for governance and administration.
- Date and recommendations of last external review
  - Summarize the primary recommendations from last review and describe key changes made based on that review.
  - Were any action items not accomplished? Why?
- External program accreditation including name of accrediting body and date (if applicable).

## III. ACADEMIC PROGRAMS CURRICULUM

- Undergraduate
  - Program curriculum
  - Identify the number of majors and minors in last 5 years [complete Table 1]
  - Courses offered in last 5 years [complete TABLE 2]
  - Anticipated changes in next 5 years
- Graduate Program(s) Offered
  - Curricula for each program offered
    - Address all graduate certificates, masters, doctoral, and joint degree programs
  - Admission criteria for each program
    - Describe the recruitment and admission processes
  - Graduation requirements for each program
  - Program milestones
  - Courses offered in last 5 years [complete TABLE 3]
  - Discuss any colloquia series, special seminars, or conferences hosted
  - Anticipated changes in next 5 years

## IV. FACULTY PROFILE AND RESEARCH PROGRAMS

- Faculty Composition
  - List of current full-time faculty [complete TABLE 4]
  - List of part-time instructors for last 5 years [complete TABLE 5]
  - Faculty Diversity (race/ethnicity and gender) [complete TABLE 6]
  - Anticipated changes in next 5 years
- Graduate Faculty
  - Describe the criteria used for membership in Graduate Faculty
  - Summarize measures of productivity [complete TABLE 7]
  - Summarize Advising and Mentoring [complete TABLE 8]
  - Describe any significant awards or recognitions of Full-time Faculty

# SELF-STUDY CONTENTS

## V. STUDENT PROFILE

- Students from each Graduate Program
  - Summarize enrollment and completion trends in last 5 years [complete TABLE 9]
  - Student Diversity (race/ethnicity and gender) [complete TABLE 10]
  - Financial Support of Doctoral Students [complete TABLE 11]
  - Student Publications/Presentations/Awards/Recognitions
  - Last 5 years of Graduates Placement (within one year of graduation) [complete TABLE 12]

## VI. RESOURCES AND SUPPORT

- Unit Provided Support for Research and Travel
  - Describe funding provided for faculty and students to travel.
- Administrative Support
  - Provide the number and levels of all administrative and technical staff assigned to the unit
- Existing Space
  - Assess unit facilities in relation to programmatic goals considering the amount, type and overall adequacy of space including offices, laboratories, studios, and classrooms.
  - Project what you anticipate your program's space needs will be for the next 5 years.
- Existing Equipment
  - Describe specialized equipment used by the unit for instructional and/or research purposes.
- University and School/College Resources and Services
  - Assess the adequacy of all library resources and services.
  - Assess the adequacy of research support services.

## VII. CONCLUSIONS

- Interinstitutional Perspective
  - Summarize evidence that compares the quality of your program with up to two programs that the unit has identified as a peer or aspirational program. Please be sure to indicate why these programs were selected.
- Plans for the Future
  - Reflect back and describe the ways in which curriculum and/or research programs might be changed or improved in light of the findings from the self-study.

## VII. OTHER INFORMATION

- Appendix: Bulletin for each Graduate Program Offered
- Appendix: List of all Graduate courses offered
- Appendix: Graduate Program Student Handbook
- Appendix: Curriculum Vitae for Faculty

# Self-Report Tables

## ACADEMIC PROGRAM CURRICULUM

**Table 1:** Number of Majors and Minors in last 5 years

	AY 1	AY2	AY3	AY4	AY5
Majors					
Minors					

## ACADEMIC PROGRAM CURRICULUM

**Table 2:** List of Undergraduate Courses Taught in last 5 years

Fall			
UG Course	Course Title	Instructor	Number of Students
Spring			
UG Course	Course Title	Instructor	Number of Students
Fall			
UG Course	Course Title	Instructor	Number of Students
Spring			
UG Course	Course Title	Instructor	Number of Students
Fall			
UG Course	Course Title	Instructor	Number of Students
Spring			
UG Course	Course Title	Instructor	Number of Students
Fall			
UG Course	Course Title	Instructor	Number of Students
Spring			
UG	Course Title	Instructor	Number of Students

\* indicates required course

ACADEMIC PROGRAM CURRICULUM

**Table 3:** List of Graduate Courses Taught in last 5 years

Fall			
Graduate Course	Course Title	Instructor	Number of Students
Spring			
Graduate Course	Course Title	Instructor	Number of Students
Fall			
Graduate Course	Course Title	Instructor	Number of Students
Spring			
Graduate Course	Course Title	Instructor	Number of Students
Fall			
Graduate Course	Course Title	Instructor	Number of Students
Spring			
Graduate Course	Course Title	Instructor	Number of Students
Fall			
Graduate Course	Course Title	Instructor	Number of Students
Spring			
Graduate Course	Course Title	Instructor	Number of Students

\* indicates required course



FACULTY PROFILE AND RESEARCH PROGRAMS

**Table 7:** Graduate Faculty Productivity Measures

Name	Books	Refereed Articles	Book Chapters	Unrefereed Publications	Exhibitions/ Shows/Plays	Extramural (funded) Grants & Contracts	Conference Presentations

FACULTY PROFILE AND RESEARCH PROGRAMS

**Table 8:** Graduate Faculty Advising and Mentoring

Name	Program Chair (T) Thesis (D) Dissertation	Advising not included in Chair	Program Committee (T) Thesis (D) Dissertation	Other Committee (T) Thesis (D) Dissertation

STUDENT PROFILE

**Table 9:** Graduate Enrollment and Completion trends in last 5 years

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Number of Applications					
Number Accepted					
Number Enrolled					
Average Exam Score of Entering Class (if applicable)					
Average Undergraduate GPA of Entering Class					
Average Graduate GPA of Entering Class (if applicable)					
Percentage of Students Passing Qualifying Exams					
Retention Rate					
Number of Degrees Awarded (Fall through Summer)					
Time to Completion (in years)					
Percentage of Students Passing License or Certification Exams (if applicable)					

STUDENT PROFILE

**Table 10:** Graduate Student Diversity past 5 years

	Male	Female	Asian	Black	Hispanic	Indian	White	Other	2+
AY1	%	%	%	%	%	%	%	%	%
AY2	%	%	%	%	%	%	%	%	%
AY3	%	%	%	%	%	%	%	%	%
AY4	%	%	%	%	%	%	%	%	%
AY5	%	%	%	%	%	%	%	%	%

STUDENT PROFILE

**Table 11:** Financial Support of Doctoral students for past 5 years

Form of financial support	AY 1	AY2	AY3	AY4	AY5
Number of Teaching Assistantships					
Number of Research Assistantships					
Number of Graduate Assistantships					
Number of Students Funded on Grants					
Number of Trainees					
Number of Tuition Waivers					
Stipend Amount for First-Year Students					
TOTAL					

STUDENT PROFILE

**Table 12:** Graduate Placement for last 5 years

Student Name	Semester Degree Awarded	Position	Employer Location

## Sample Site Visit Itinerary

Day 1	
	External reviewers arrive in Miami by 5:00pm
6:30-8:30	Dinner with Academic Dean and Review Team members <i>(expense paid by Academic Dean)</i>  <b>Location:</b> NAME, 123 Main Street, Coral Gables, FL 33146
Day 2	
8:30-9:30	Welcome Breakfast with Dean of the Graduate School <i>(expense paid by Graduate School)</i>  <b>Location:</b> NAME, 123 Main Street, Coral Gables, FL 33146
	Department team member to provide transportation to campus
10:00-10:45	Assistant Professors
10:45-11:30	Associate Professors
11:30-11:45	Break
11:45 –12:30	Full Professors
12:30 – 1:45	Catered Lunch with Students <i>(expense paid by Program)</i>
1:45-2:45	Facility and Camps Tour
2:45-3:00	Break
3:00-3:30	Clinical Professors and Senior Lecturers
3:30-4:00	Administrative Staff
4:00-4:30	Department Chair
	Department team member to provide transportation back to hotel
6:30	Working Dinner, Review Team and any faculty requested by the reviewers <i>(expense submitted to Graduate School for reimbursement)</i>  <b>Location:</b> NAME, 123 Main Street, Coral Gables, FL 33146

Day 3	
	<p>Working Breakfast, Review Team  <i>(expense submitted to Graduate School for reimbursement)</i></p> <p><b>Location:</b> NAME, 123 Main Street, Coral Gables, FL 33146</p>
	Department team member to provide transportation from hotel to campus and bring luggage
9:30-10:30	Program Exit Meeting
	Review team will meet and present a preliminary assessment of program strengths as well as areas of improvement with Program Administration
10:30-11:00	Department team member to escort Review Team to Ashe
11:00-12:00	Provost Exit Meeting
	Review team will meet with Provost, Dean of the Graduate School, and Academic Dean to summarize immediate impressions and forecast of its final written report
	External Reviewers leave for airport

## Charge to the Review Committee

The review team is charged with conducting a comprehensive review of the graduate program under review that includes an assessment of the unit in which it is located. The Review Team should thoroughly and candidly evaluate the unit on the following criteria:

- The mission and profile of the academic unit.
- The reputation and quality of the academic unit among peers in the discipline, including national rankings and the extent to which the unit is regarded as a leader in the field.
- The quality of the program as measured by faculty productivity measures including a discussion of the stature and diversity of the faculty and a comment on whether specific faculty members have been duly recognized by their peers for their scholarship and other accomplishments.
- The quality of the program students as measured by enrollment, completion, and placement metrics.
- The extent to which the academic unit contributes (or could contribute) to interdisciplinary research and teaching across the university, and whether there are interdisciplinary ties that should be further developed.
- The likelihood that the program can become a leader in the field.
  - Please recommend priorities and strategies that are needed to enhance the academic excellence of the program including improvements that are possible without massive infusions of university resources
- Whether there are entrenched or irreconcilable issues within the academic unit that constrain its effectiveness.

We also ask that the Review Team rate the program relative to peers on the following items:

	Exceptional	Outstanding	Above Average	Average	Below Average
	Top 5%	Top 20%	Top 50%	Top 75%	Bottom 25%
Overall reputation in the field					
Faculty Productivity					
Curriculum					

The Review Team will submit its final written report to the Graduate School within 30 days of the on-campus site visit. The report should contain an assessment of the unit's overall performance noting strengths and areas for improvement. The report should reflect an assessment of the unit's mission, curriculum, faculty, students, resources and support as well as their plans for the future. It also will compare how the graduate program compares to peers and will make any changes needed to raise the profile of both the unit and the graduate program. The report is typically 10 to 15 pages long.

## **Mid-Cycle Report Guide**

Review Team Recommendations	Action(s) taken If none, describe why.	Completion Date/ Timeframe for Completion	Future Action(s)
1			
2			
3			
Any additional changes not specified by Review Team			
1			
2			
3			

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UNIVERSITY OF MIAMI  
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