Janet Edwards, Assistant to the CALS Senior Associate Deans, is the primary CALS contact for Program Reviews. Email: je232@cornell.edu, phone extension: 5-7720.

The steps below follow the timeline posted on the website of the Faculty Committee Program Review. Departments within CALS that are shared with other colleges should follow guidelines provided by the college of the department’s lead dean. The partner dean should be involved in the program review in an advisory capacity.

1. Program Review
   - **Schedule site visit one to two years in advance**
     - Program reviews are held every 7-10 years. Janet maintains a record of each program review and will contact the appropriate chair’s assistant to initiate the planning process for an upcoming program review.
     - The chair’s assistant coordinates with the chair to suggest a time frame within the academic year that will work for the chair and the department to host the external review team’s site visit. The potential dates are then provided to Janet, who will check the availability of the Dean, the Senior Associate Dean, and the Partner Dean. Janet will provide the chair’s assistant with three sets of dates that will work for the deans. The dates will be held as tentative until the external review team confirms their availability.
       - Typically the review team arrives on Sunday with a welcome dinner scheduled for Sunday night. A kickoff meeting is scheduled for Monday morning and an exit meeting is scheduled for Wednesday morning.
     - Janet will contact Kristin Walker, Manager of Academic Program Review, with the tentative dates of the site visit to confirm the program review timeline.

2. Orientation Session with Faculty Committee on Program Review (FCPR)
   - **Attend one year before the site visit**
     - Kristin will schedule an orientation session to familiarize the department chair with the program review process and University guidelines. Attendees of the orientation session are:
       - Department Chair and Chair’s Assistant
       - Any additional members from the department that the department chair deems necessary to attend.
       - Janet Edwards, CALS Senior Associate Deans Office
       - Chair of the FCPR
       - Kristin Walker, Manager of Academic Program Review

3. Charge to the External Review Team
   - **Develop nine to twelve months before site visit**
     - The Dean and the Senior Associate Dean will develop the charge to the external review team. The department will receive a copy of the charge to assist with the preparation of the self-study. The charge will be distributed to the external review team with the self-study and agenda in advance of the site visit.

4. Self-Study
   - **Develop nine to twelve months before site visit**
     - **Submit to FCPR twelve weeks before site visit**
       - The department chair will develop the self-study.
• **Twelve weeks** prior to the date of the review, the department will deliver the draft self-study to the following people:
  - CALS Senior Associate Dean
  - Kristin Walker who will distribute the self-study to the two FCPR members participating in the review.
• The department chair will receive suggestions for changes to the self-study from either or both the Senior Associate Dean and the FCPR members.
• If modifications are made to the self-study, the department chair will submit a copy of the final version to the Senior Associate Deans office for final approval. The final version of the self-study must be approved by the Senior Associate Dean before distribution to the external review team members.
• Upon final approval of self-study, the department will distribute the self-study to the external review team no later than **four weeks** before the site visit. See step 9 for list of additional people receiving the self-study.

5. **External Review Team Members**

  ➢ **Compile list nine months to one year before the site visit**
    - The external review team members are three or four colleagues that are qualified to review the priority areas identified by the department. They should be chairs of leading departments in the field, editors of leading journals, presidents of professional societies, and/or prominent scholars in the field. Balancing the external review team membership for gender, ethnic, and age diversity needs to be considered. Inclusion of a USDA representative is optional, and should be discussed by the department chair and the CALS Senior Associate Dean regarding the relevancy to the department.
    - The department chair will submit a list of potential external review team members to the appropriate Senior Associate Dean with a copy to Janet Edwards. The email should include a bio, a description of qualifications, and a disclosure of potential conflicts of interest for each reviewer.
    - The Senior Associate Dean in conjunction with the Dean will develop an independent list of potential reviewers. Department chairs and other knowledgeable people at Cornell and elsewhere may help identify such reviewers.

  ➢ **Invite and confirm six to nine months before the site visit**
    - After the Senior Associate Dean has reviewed the department chair’s suggestions and has conferred with the Dean, the Senior Associate Dean and the department chair will determine the composition of the external review team and rank the order of invitation. Ordinarily a review team will include a balanced number of members from the Senior Associate Dean’s list and the department’s list. The Senior Associate Dean may delegate the invitation process to the chair.
    - When the external review team has been confirmed the department chair will ask one of the external review team members to act as Chair of the review team.
    - Janet will send thank you letters via email from the Senior Associate Dean to the external review team thanking them for agreeing to participate, with a copy to the department chair, the FCPR, and Jason Battersby.
    - The department chair will email Kristin Walker from the FCPR with a copy to the Senior Associate Dean and Janet the following information for the confirmed external review team members:
      - Name
      - Title
      - Current institution
      - Origin of PhD
A few lines of notable achievements, indicators of stature that qualify the person as a reviewer
• Source of nomination and the reasons for nomination, without repeating above
• A description of potential conflicts or declaration of lack of known conflicts

6. Site Visit
   ➢ Confirm four to six months in advance
   • The three sets of dates agreed upon by the department and the deans for the site visit will be proposed to the external review team to determine their availability. The department chair or chair’s assistant will confirm with Janet the set of dates that the external review team decides upon. Janet will confirm the dates on the CALS Senior Associate Dean’s, CALS Dean’s, and Partner Dean’s calendars, invite the appropriate Associate Deans of CALS, and confirm the dates with Kristin Walker.
   • The department chair’s assistant will reserve a block of rooms at the Statler for each external review team member. The Statler room reservations need to be made as far in advance as possible using the account number provided by the CALS Finance and Administration Office. The chair’s assistant will assist the members of the external review team with travel arrangements as necessary.
   • Janet will schedule the welcome dinner, kickoff and exit meetings. The chair’s assistant will make meeting room/catering arrangements for the additional activities/meetings related to the review.

7. Draft Agenda
   ➢ Prepare three to five months before site visit
   • The department chair and the chair’s assistant will create a draft agenda and email to the Senior Associate Dean for review with a copy to Janet. Janet can provide the department with a sample agenda and the list of Cornell participants attending the kickoff and exit meetings.
   • The Senior Associate Dean will review the draft agenda and will suggest any changes.
   • If modifications are made, the department chair will submit a copy of the final agenda to the Senior Associate Dean for final approval. The final version of the agenda must be approved by the Senior Associate Dean before distribution to the external review team members.
   • The assistant to the department chair will forward a copy of the final agenda to Janet to keep on file.

8. Final Documents for Site Visit
   ➢ Distribute four weeks before site visit
   • Four weeks prior to the site visit, the chair’s assistant will email the final versions of the self-study, charge, and agenda to the external review team.
   • The self-study, charge, and agenda will also be distributed by Janet to the following people in the University who will be attending the kickoff and exit meetings:
   - The Dean of CALS
   - The Senior Associate Deans of CALS
   - The Partner Dean
   - To each Associate Dean of CALS: Associate Dean of Academic Programs, Associate Dean of CUAES, Associate Dean of Extension, Associate Dean of Finance and Administrative Services
   - Kristin Walker who will distribute the documents to the FCPR members, the Dean of the Graduate School, and the Vice Provost
9. Site Visit Logistics
   
   • WELCOME DINNER:
     - The Senior Associate Deans and the chair of the department host an informal welcome dinner the evening before commencement of the program review, which is typically Sunday night.
     - Janet will make dinner reservations at Banfi’s.
     - Attendees for the welcome dinner are:
       - The Senior Associate Dean
       - Department Chair
       - External Review Team
     - Janet will provide Banfi’s and the Senior Associate Dean with the account number for direct billing, if a Statler card is not used.

   • KICKOFF AND EXIT MEETINGS:
     - Janet will schedule the kickoff meeting to occur at the start of the review, which is typically Monday morning in the Deans Conference Room, 264 Roberts Hall.
     - Janet will schedule the exit meeting to occur the last day of the review, which is typically first thing Wednesday morning to allow the external reviewers to catch early flights. The exit meeting is held in the Deans Conference Room.
     - Janet will notify the following people via email with a carbon copy to each of their assistants the dates, times, and location of the kickoff and exit meetings:
       - CALS Dean
       - CALS Senior Associate Deans
       - Partner Dean
       - The Dean of the Graduate School
         - Carbon Copy Katherine Empson from the Graduate School
       - The Vice Provost
       - The Associate Dean of Academic Programs
       - The Associate Dean of CUAES
       - The Associate Dean of Cornell Cooperative Extension
       - The Associate Dean of Finance and Admin. Services
       - Kristin Walker who will notify the FCPR
     - Members from the department are NOT allowed to attend the kickoff and exit meetings.
     - Janet will create name badges for all attendees invited to the kickoff and exit meetings.

10. Follow Up with the External Review Team
   
   ➢ Thank the external review team within one week after site visit
     • The department chair sends the team members a thank you note with a reminder about the final report being due within four weeks following the date of the site visit. The submission deadline will also be discussed during the Exit Meeting.

11. Expenses
   
   ➢ Submitted to CALS Finance and Administration Office within one week after site visit
     • The department and Janet will contact Jason Battersby in the CALS Finance and Administration to request the account number to use for charging applicable expenses. Expenses should be charged directly against this account number. Expenses should not be charged to a department account number.
     • The FCPR will reimburse travel expenses for three or four external review team members (travel, food and lodging). For more than four review team members, the
additional cost will be covered by the college or department as negotiated with the Senior Associate Dean. The department chair must clearly justify the need for more than four review team members. Inclusion of a USDA representative is optional and travel costs are covered by USDA.

- **Honorariums:**
  - The Chair receives an honorarium of $1,250.
  - Each reviewer receives an honorarium of $1,000.
  - All travel related expenses and honorariums are paid initially by the college. Jason Battersby will complete the final expense report to be submitted to FCPR for reimbursement.

- The department chair assistant will provide two copies of the travel reimbursement form to each team member to complete (name, address, etc.) and sign before departing Ithaca. Team member should attach any original receipts they have. If the team member will have additional receipts on their travel home they should mail those receipts to the department chair assistant as soon as possible. Honorarium payments cannot be processed until travel reimbursement form and receipts are submitted by the team member.

- Department chair assistant should send the original travel reimbursement form and receipts to Jason Battersby once all receipts have been received from the team member. She will submit the payment request to BSC for the travel reimbursement and the honorarium payment.

**12. External Review Team’s Report**
- **Submitted to Senior Associate Dean within four weeks after site visit**
  - Submission of the final report from the external review team is due to the Senior Associate Dean within four weeks after the site visit.
  - Janet will distribute copies of the external review team report to the department chair, the Dean of CALS, and Kristin Walker with the FCPR after receipt.

**13. Department’s Response to the External Review Team’s Report**
- **Submitted to Senior Associate Dean eight weeks after site visit**
  - The department prepares a written response to the review team’s findings to be submitted to the Senior Associate Dean with a copy to Janet within four weeks following department’s receipt of the external review team’s report.
  - Janet will forward the department’s response to Kristin Walker with the FCPR.

**14. Dean’s Response to the External Review Team’s Report**
- **Due to FCPR twelve weeks after site visit**
  - The Dean and the Senior Associate Dean will prepare a written response to the external review team’s report and the department’s response to the external review team’s report, which will include appropriate explanations where needed.
  - Janet will email the program review summary table to Kristin Walker with the FCPR and keep a copy on file.

**15. Executive Summary**
- **Completed twelve to sixteen weeks after site visit**
  - The FCPR will prepare a short report to the Provost summarizing the review, as each of the above reports is received by the FCPR.