

**YEAR 2 GUIDANCE FOR COMPLETING A  
COMPREHENSIVE PROGRAM REVIEW SELF-STUDY  
(PUBLIC SERVICE & RESEARCH CENTERS)**

September 9, 2002

**DUE DATE & ELECTRONIC SUBMISSION**

Once the Center's self-study has been completed, written up in a Word document, and reviewed by the appropriate dean for any adjustments if needed, please forward the finalized self-study by email to Debbie Head (dhead@Kennesaw.edu) no later than December 16, 2002. The Office of Institutional Research will convert the document to a pdf file for electronic access by the University Program Review Council in the spring, future reference for follow-up as needed, and SACS reaccreditation. Common data elements and other information on program review can be found at [http://www.kennesaw.edu/inst\\_res/prog/index.shtml](http://www.kennesaw.edu/inst_res/prog/index.shtml) (the Institutional Research website).

**COVER/TITLE PAGE** (unnumbered)

Prepare a cover/title page for the self-study in the following format:

**COMPREHENSIVE PROGRAM REVIEW SELF-STUDY**  
**FOR THE**  
**(NAME OF CENTER OR INSTITUTE)**  
**IN THE**  
**(NAME OF COLLEGE OR DIVISION HOME)**  
**FOR**  
**YEAR 2: 2002-2003**

**EXECUTIVE SUMMARY** (unnumbered – maximum of 2 pages)

The executive summary should be no longer than two pages in length. (Please be reasonable with font size.) It should be the first section of the self-study after the cover page, entitled:

**COMPREHENSIVE PROGRAM REVIEW EXECUTIVE SUMMARY**  
**FOR THE**  
**(NAME OF CENTER OR INSTITUTE)**

The text of the executive summary should be organized under the following seven bolded side headings:

### **Overall Assessment of the Center's Productivity**

Characterize the Center's overall productivity using the following scale:

- Very Strong (Exemplary)
- Strong
- Satisfactory
- Weak
- Very Weak (Notably Deficient)

Cite the major findings which support this overall assessment. The details of lesser findings should be reported later in the text of the self-study rather than in the executive summary.

### **List of Recommendations for Improving the Center's Productivity**

List the most important recommendations that emerge from the review process for improving the Center's productivity.

### **Overall Assessment of the Center's Quality**

Characterize the Center's overall quality using the following scale:

- Very Strong (Exemplary)
- Strong
- Satisfactory
- Weak
- Very Weak (Notably Deficient)

Cite the major findings which support this overall assessment. The details of lesser findings should be reported later in the text of the self-study rather than in the executive summary.

### **List of Recommendations for Improving the Center's Quality**

Select the most important recommendations that emerge from the review process for improving the Center's quality.

### **Conclusion About the Center's Viability**

After considering the Center's strengths and weaknesses related to its quality and productivity and its potential for success and improvement in the future, a concluding dichotomous judgment about whether the Center is viable or not viable should be made. For a center to be viable, it should have sufficient productivity and quality to warrant continued operation and institutional investment.

## **Potential for "Model Program" Status**

Comment on the Center's achievement or potential for achievement of "model program" status. Kennesaw State's institutional mission statement defines program priorities and includes the aspiration that the university will be "a progressive and exemplary educational institution, respected for its excellence and leadership in its teaching, service, and research." Accordingly, the development of model programs is routinely promoted throughout the university in the non-academic as well as academic divisions. "Model programs" are typically characterized as:

- a) progressive (forward-looking, enlightened, change-oriented)
- b) distinctive (distinguished from others, niched, stands out)
- c) exemplary (worth imitating, excellent, a leader)
- d) powerful (strong, influential, impactful)
- e) regionally/nationally recognized (widely known, admired, respected).

Model programs typically receive substantial recognition; awards and honors; high rankings in media citations; consultations about and interest in program emulation; invitations to spotlight the program at major professional meetings; positive external evaluations; and identification as a major player or leader among peers, etc.

## **Recommendation for Future General Institutional Investment and Supporting Rationale**

Based upon the Center's potential for achieving high levels of productivity and quality in areas of strategic importance to the university and the state, select one of the following four recommendations for future investments in the Center and provide a supporting rationale for that choice:

- **Enhance or Expand Future Investment in the Center**
- **Maintain the Current Level of Investment in the Center**
- **Consolidate or Reduce Investment in the Center**
- **Phase Out or Discontinue Investment in the Center**

Typically, a center with notable deficiencies in productivity and quality is a likely candidate for consolidation or discontinuation. However, a center that is high in quality, but deficient in productivity, could also be a candidate for consolidation or discontinuation, especially if institutional resources are strained and need to be redirected to other priorities that yield greater benefits for the university and the state. Likewise, a center that is very strong in quality or productivity may not necessarily warrant expansion if little is to be gained from additional investment.

**THE CENTER'S DETAILED SELF-STUDY** (numbered – maximum of 25 pages)

KSU will use a common self-study outline (presented below) for all program reviews of public service and research centers and institutes in 2002-2003.

A judgment of the strength or weakness of the Center should be made on each of the performance indicators for quality and productivity. The same scale described above in reference to the overall summary conclusions about the Center's quality and productivity should be used:

- Very Strong (Exemplary)
- Strong
- Satisfactory
- Weak
- Very Weak (Notably Deficient)

Self-study reports should be limited to 25 pages in length and should be written in a concise, factual, and straightforward style. Again, please be reasonable with font size. Clear and summative statements of findings, followed by lists of supporting evidence, are acceptable and preferred over embedding the same information in long paragraphs of text. Quantitative and qualitative assessments are appropriate and expected.

The common outline to be followed and reflected in the self-study is presented in boldface below:

**I. Center Description**

Using the headings listed below, provide the following information about the Center:

- a) **Purpose of the Center**
- b) **Principal Functions/Key Projects of the Center**
- c) **Strategic Importance of the Center to KSU**
- d) **Age (Years) of the Center as of 2002**
- e) **Name(s) and Title(s) of Center's Director(s)**
- f) **Names and Titles of Personnel Assigned Full-Time in the Center**
- g) **Names, Titles, and %Time of Personnel Assigned Part-Time to the Center**
- h) **Total Funds Budgeted for Operation of the Center in FY2002-03\***  
(Budgeted Separately or Within Another Department)
- i) **Center's Physical Location(s) & Assigned Square Footage\***

\*These figures can be actual or estimated and rounded to thousands.

**II. Summary Conclusion About the Strength of the Center's Overall Productivity**

Repeat the summary conclusion about the strength of the Center's overall productivity as reported in the executive summary and cite the major and minor evidence, analyses, interpretations, or rationales that support this summary judgment. This summary conclusion should be consistent with

the pattern of strengths and weaknesses observed among the indicators of program productivity that follow (i.e., II A - II I)

### **II A. Fulfillment of the Center's Purpose and Attainment of Goals**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, state the purpose and principal goals the Center has for its operation and comment on/document the degree to which the center is accomplishing its goals and purpose. Comment also on how past goal attainment or lack of goal achievement has led to changes in the Center's goals over time in the last five years.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

### **II B. Services Rendered by the Center to the Campus Community**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, list the services rendered annually by the Center for the benefit of members and other units of the KSU campus community, if any. Comment on trends and changes in the level and types of services rendered by the Center over the past five years.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

### **II C. Services Rendered by the Center to External Communities**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, list services rendered annually by the Center for the benefit of community members and organizations which are external to the KSU campus community, if any. Comment on trends and changes in the level and types of services rendered by the Center over the past five years.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

## **II D. Grants and Contracts Acquired by the Center**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, for each grant and contract secured by the Center over the past five years, list the project title, brief description of purpose, annual dollar value, funding source, and project years. Also list grant and contract proposals completed but unfunded. Comment on trends in the Center's grant/contract success rates over the last five years.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

## **II E. Center Publications, Reports, and Professional Presentations**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, provide a bibliographic list of noteworthy publications, reports, and professional presentations completed under the auspices of the Center over the past five years. Comment on trends and changes in the types and frequency of such scholarship activity.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

## **II F. Sponsorships, Endowments & Gifts Acquired for the Center**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, provide data on the type, dollar value and funding sources of sponsorships, endowments, and other gifts acquired to support the Center. Comment on trends in such support over the past five years.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

## **II G. Sales, Service Fees, & Income Generating Activity**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, provide data on the type and annual income received by the University from the Center's sales of materials, special fees for service, fees for program participation, and/or other income-generating activity.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

## **II H. Return on Investment**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, describe the magnitude and importance of the "returns" gained by KSU as a result of the investments made in establishing and operating this Center. The cited benefits of the Center may be nonfinancial and strategic as well as financial. The fundamental question to be addressed here is whether the Center's productivity is worthy of the financial and organizational resources invested in the Center's operation by the university.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source: None, this is center-specific.

## **II I. Contribution to Achieving KSU's Mission**

First, state your assessment of the strength of the evidence of the Center's productivity on this particular indicator.

Then, list the substantive contributions this program makes to the achievement of KSU's published statement of institutional mission and the university's strategic position for success in the future.

Close with a list of opportunities that will be pursued for improving productivity on this particular indicator.

Common data/info source:

KSU's published mission statement  
Information about contributions is center-specific.

### **III. Summary Conclusion About the Strength of the Center's Overall Quality**

Repeat the summary conclusion about the strength of the Center's overall quality as reported in the executive summary and cite the major and minor evidence, analyses, interpretations, or rationales that support this summary judgment. This summary conclusion should be consistent with the pattern of strengths and weaknesses observed among the indicators of quality that follow (i.e., III A-III I).

#### **III A. Public Recognition, Honors & Awards Received by the Center**

First, state your assessment of the strength of the evidence of the Center's quality on this particular indicator.

Then, identify the public recognition, honors, awards, high rankings, citations of excellence, accreditations, positive external reviews, etc. that this Center has received over the last five years and which reflect the quality of the Center's work and achievements.

Close with the list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

#### **III B. Stakeholder Satisfaction with the Center's Work and Accomplishments**

First, state your assessment of the strength of the evidence of the Center's quality on this particular indicator.

Then, report the results of assessments of stakeholder (i.e., persons or organizations served by the Center) satisfaction with the quality of the Center's work, services, research, and/or contributions. Report any improvements in Center operations initiated as a function of such evaluations over time. Also comment on the effectiveness of the Center's use of a community advisory board.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

#### **III C. Other Assessments of the Quality of the Center's Work**

First, state your assessment of the strength of the evidence of the Center's quality on this particular indicator.

Then, identify any assessments other than stakeholder satisfaction which reflect on the quality of the Center's work, accomplishments, and contributions. Cite improvements made as a result of those assessments.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

### **III D. Center's Responsiveness to State Needs & Changing Conditions**

First, state your assessment of the strength of the evidence of center's quality on this particular indicator.

Then, describe the Center's responsiveness to changing conditions and external demands. Cite the most significant examples of changes made in the Center over the last five years in response to state needs, shifting priorities, different conditions, new external requirements, and/or departmental assessment initiatives. Cite the most significant examples of changes made in the Center to improve its operations.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info sources: None, this is center-specific.

### **III E. The Quality of the Faculty & Staff Supporting the Center**

First, state your assessment of the strength of the evidence of program quality on this particular indicator.

Then, describe the quality of the Center's staffing in terms of the current number of employees and their specializations, qualifications, and accomplishments. Identify the exceptional achievements and honors received by the Center's faculty, staff, or students over the past five years which reflect on the quality of the Center.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

### **III F. The Quality of KSU Facilities and Equipment Supporting the Center**

First, state your assessment of the strength of the evidence of the Center's quality on this particular indicator.

Then, describe the current condition, age, size, and sophistication of the Center's physical resources, facilities, and equipment dedicated to support the Center. Report on any planned improvements for the Center's physical resources in the future. Centers that require field-based activities should also describe the quality of those sites.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

### **III G. The Quality of the Overall Annual Financial Investment in the Operation of the Center**

First, state your assessment of the strength of the evidence of the Center's quality on this particular indicator.

Then, comment on the nature and magnitude of the annual financial investment available from all sources to support the Center's activities and operating expenses. Comment on the availability of funding for the Center to expand, accommodate growth, enhance quality, and improve competitiveness.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

### **III H. Quality of Advanced Technology Available to Support the Center**

First, state your assessment of the strength of the evidence of the Center's quality on this particular indicator.

Then, describe the quality, sophistication, condition and integration of advanced technology resources used in the operation of this center.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

### **III I. Leadership Position of the Center**

First, state your assessment of the strength of the evidence of the Center's quality on this particular indicator.

Then, describe the leadership position of KSU's Center in relation to similar or comparable centers in Georgia, the region, and the nation. Describe the evidence and rationale supporting this assessment.

Close with a list of opportunities that will be pursued for improving quality on this particular indicator.

Common data/info source: None, this is center-specific.

**V. Summary Conclusion About the Center's Viability at KSU**

Repeat the summary conclusion about the program's viability at KSU as reported in the executive summary and cite the major and minor evidence, analyses, interpretations, or rationales that support this summary judgment.

**V. Potential for "Model Program" Status**

Reiterate the Center's interest and potential for achieving "model status" as defined above for the executive summary. Cite the evidence supporting the Center's achievement of or potential for model status. Identify the key improvements that need to be made for the program to achieve model status and a projected timetable for that achievement if applicable.

**VI. Improvement Plan**

Outline the Center's plans, priorities, and timetable for improving its quality and productivity if the Center is judged to be viable.

**VII. Summary Recommendation**

Provide the rationale, plans, and timetable for expanding, maintaining, reducing/consolidating or discontinuing future investment in the Center.