ACADEMIC PROGRAM REVIEW
AT ILLINOIS STATE UNIVERSITY

Information for Research and Service Centers
Submitting Self-Study Reports in Fall 2026

INTRODUCTION

Primary responsibility for maintaining the quality of each of the 10 research and service centers at Illinois State University recognized by the Illinois Board of Higher Education (IBHE) resides with the center director and with administrators in the unit to which the center reports. Responsibility for ongoing review of centers at Illinois State resides with the Academic Planning Committee, an external committee of the Academic Senate. Program review is carried out in a manner compatible with institutional academic planning mechanisms and state guidelines.

State statutes and associated administrative code promulgated by IBHE requires public universities in Illinois to review their IBHE-authorized research and service centers at least once every eight years. Illinois State University reviews each of its research and service centers once every four years. An outcomes-oriented program review process has been developed at Illinois State that emphasizes congruency between center objectives and outcomes, contributions of the center to student learning, and fiscal sustainability. The review process is intended to help center staff identify strengths and weaknesses of the unit and to develop plans for aspects of the center identified for improvement.

Reviews of research and service centers at Illinois State result in recommendations from the Academic Planning Committee that serve to inform the centers, the units to which each center reports, and the University on decisions regarding strategic planning, program focus, resource allocation, staffing, and sustainability. In accordance with state guidelines, the Academic Planning Committee recommends one of three outcomes for each center it reviews: Program in Good Standing, Program Flagged for Review, or Program Placed in Temporary Suspension Status (requires prior IBHE approval). The Academic Planning Committee provides its recommendations in summative reports submitted to the Provost, Academic Senate, Board of Trustees, and IBHE.

Information regarding program review at Illinois State, including review of research and service centers, is available on the Office of the Provost website. The website also identifies the program review status of each academic program and center and includes a link to its latest program review summary.
See https://provost.illinoisstate.edu/planning/program/.

PROGRAM REVIEW PRINCIPLES

1. Goals and quality measures for research and service centers at Illinois State University are established by center administrators working with center stakeholders. The goals and quality measures provide the framework for the center review.

2. Goals adopted by each research and service center are consistent with priorities articulated in *Excellence By Design*, the university strategic plan.

3. Review of research and service centers occurs in an environment that encourages and values honest, critical, and productive analysis among all participants in the process at all levels.

4. Review of research and service centers is outcomes-based and forward-looking.

5. Review of research and service centers involves input from multiple stakeholders, all of whom are provided meaningful opportunities to contribute.

6. Center administrators, faculty, and staff look regionally and nationally to identify and examine aspirational centers as a means of identifying ways to further improve their center.

INTERNAL AUDIT

The Office of Internal Auditing at Illinois State University is responsible for auditing center operations in conjunction with program review. In early Fiscal year 2026 (July-August 2026), the Office of Internal Auditing will survey each center scheduled to submit a program review self-study report in fall 2026 to assess the need for a full audit of the center. Based on survey responses, Internal Auditing will decide whether to conduct a full audit that fiscal year or to defer a full audit until the subsequent four-year program review. Factors considered by Internal Auditing in determining the need for a full audit include, but are not limited to, the date of the prior center audit; findings from the prior audit and subsequent actions taken by the center in response to those findings; the record of center audits conducted by entities other than Internal Auditing; center funding sources and amounts; and management, personnel, and program changes since the prior audit. Audits conducted by Internal Auditing focus on operational processes of the center, both fiscal and non-fiscal, and address both compliance with institutional policies and procedures and opportunities for achieving greater operational efficiencies. Internal Auditing submits preliminary findings to the center director before the audit report is finalized. Reports are intended for internal (administrative) use only.

PROGRAM REVIEW TIMELINE

Preparing and submitting the self-study report		
Fall 2025	The center director, faculty, and staff meet with the Assistant Vice President for Academic Planning to review the self-study process and the self-study report outline.	AVP for Academic Planning Center director, faculty, staff
Spring/Summer 2026	Center faculty/staff conducts the self-study.	Center director
July-August 2026	The center director receives, completes, and returns a risk assessment survey administered by the Office of Internal Auditing.	Center director Director of Internal Auditing
September 2026	The center director receives results of the audit risk assessment, including a decision whether a full audit will be conducted during this program review cycle or deferred until the next four-year program review.	Center director Director of Internal Auditing
September 1, 2026	The self-study report is due to the department/school to which the center reports (if applicable).	Center director
September 15, 2026	The self-study report is due to the college to which the center reports (or, if applicable, to the liaison in the Office of the Provost).	Chairperson/director (if applicable) or center director
October 1, 2026	The self-study report is due to the Associate Provost, for presentation to and review by the Academic Planning Committee.	Associate Dean or Provost liaison
After submitting the self-study report		
October 2026 – March 2027	The Academic Planning Committee reviews the self-study report and requests additional information from the center director as needed. The Academic Planning Committee drafts a summary report with recommendations.	Academic Planning Committee
February-March 2027	If a full audit of the center has been conducted by the Office of Internal Auditing, that office sends preliminary and final audit results to the center director and to the Associate Provost. The Associate Provost may review audit findings with Internal Auditing, the center director, and representatives of the unit to which the center reports.	Director of Internal Auditing Center director Provost's Office
April 2027	The summary report draft is distributed to the center director and the administrator(s) to which the center reports.	Provost's Office
	Members of the Academic Planning Committee meet with the center director and the administrator(s) to which the center reports to discuss the draft summary report.	Academic Planning Committee Center director, faculty, staff Administrator(s)
	The summary report is finalized based on the conversation with the center director and the administrator(s). The finalized summary report is presented to the Provost.	Provost's Office
May 2027	The summary report is included in the draft Academic Plan, which is reviewed with the Academic Senate.	Provost's Office Academic Senate
July 2027	The Academic Plan, including the summary reports, is presented to the Board of Trustees by the Provost.	Provost Board of Trustees
By September 30, 2027	The summary reports are submitted to IBHE.	Provost's Office

CONTENT OF THE SELF-STUDY REPORT

Executive Summary

Prepare a summary of the completed program review self-study report using the outline below.
Your executive summary will serve as the basis for the review submitted to IBHE. Therefore, in preparing your executive summary, please assume that its readers are not familiar with the center and will not have read the complete program review self-study report. Please use the executive summary to recap points made in the report rather than introduce new information. Please limit the executive summary to three pages.

Section I: Self-study process

1. **Process:**
   Briefly describe the process used by the center to conduct its self-study.

Section II: Introduction and overview

1. **History of the Center**
   As context for the review, provide a brief overview of the history of the center, including a description of its original purpose.

2. **Administrative Structure, Staff and Faculty**
   a. Describe the administrative structure of the center. Include an organizational chart.
   b. Identify faculty and staff members who report directly to the center director and those who are affiliated with the center but report to units external to the center.
   c. Describe any significant changes in staffing during the period of review.

3. **Mission, Goals & Objectives, Planning**
   a. What are the current mission, goals, and objectives of the center?
   b. Include the current strategic plan for the center in an appendix to this report. Describe progress towards meeting these goals.

4. **Budget and Resources**
   a. Provide an overview of the center budget and how it the revenue and expenditures are aligned with the center's objectives and strategic plan.
   b. In the overview describe significant changes in the budget, funding sources, and operational expenses since the last review.

5. **State, National, and International Comparisons**
   How does the center compare with similar centers in the state and nation (and internationally, if applicable)?

6. **Access, Engagement, and Belonging**
   a. Describe how the center promotes access, engagement, participation, and belonging among faculty, staff, students, partners, and communities connected to its mission.
   b. Discuss relevant goals, initiatives, accomplishments, and challenges related to recruitment, retention, professional development, collaboration, outreach, community engagement, or other activities that support broad participation and access to the center's work.

Section III: Alignment with Illinois State University's Strategic Plan (*Excellence By Design*)

1. ***Excellence By Design* Alignment**

How does the center contribute to goals and strategies set forth in *Educate Connect Elevate*? See https://strategicplan.illinoisstate.edu/.

Section IV: Assessment and Student Learning

1. **Assessment Strategies and Methods**
   Describe strategies and methods used by the center to assess whether the center is achieving its objectives, meeting its goals, and fulfilling its mission. Include the assessment plan for the center in an appendix to this report.

2. **Assessment Targets and Feedback**
   a. What targets has the center set to assess progress toward achieving its objectives?
   b. How are the assessment data used to inform changes? How do these changes address the desired outcomes of the institution and center stakeholders?

   NOTE: Examples of targets include expected research and/or public service products; collaborative research products that promote the well-being of the state; impact of the center on national, state, regional, or local organizations, businesses, or communities; faculty or student involvement in center activities; or ratio of external to internal funding.

3. **Student Learning**
   How do center initiatives contribute to student learning at Illinois State University?

Section V: Accomplishments

Describe the major accomplishments of the center since its last program review relative to center goals, objectives, and strategic plans identified in Section II and targets identified in Section IV.

Section VI: Response to previous program review recommendations

List each recommendation from the prior center review, followed by a brief description of discussions of them by center staff, any actions subsequently taken, and their outcomes.

Section VII: Major findings of this self-study

Summarize the state of the center based on findings from this self-study. What aspects of the center are working well? What aspects could be improved?

Section VIII: Initiatives for the next program review cycle

Describe initiatives planned for the next four years based on findings of this self-study. How will these initiatives be aligned with the strategic plan of the center?