Non-Academic, Administrative Unit Review
External Reviewer and Report Guide

External Reviewer Selection

The reviewer studies the program review report. Subsequently, a reviewer meets with program/unit faculty, staff, and students, ideally on campus, to validate initial findings. The reviewer also researches topics that were not fully addressed in the report and asks questions that the report itself may have generated.

The ideal external reviewer models the following attributes.
- The reviewer has an in-depth understanding of the department's program(s) based on their own professional experiences, preferably with more than one postsecondary institution or organization.
- The reviewer is knowledgeable about program best practices.
- The reviewer has not conducted a Millersville University program review for the program under review.
- An external reviewer's postsecondary institution experience fits the following parameters:
    - A reviewer is not associated with a Pennsylvania State System of Higher Education (PASSHE) university.
    - A reviewer is associated with at least one public comprehensive institution.
    - A reviewer may be associated with at least one Millersville University aspirational peer institution.
- The reviewer is not a close friend of program employees, related to a program employee, or in any other way affiliated with program employees that may create a conflict of interest.
- The reviewer is not a former Millersville University employee.
- In some instances, a non-academic unit reviewer may be retained from a professional organization or consulting firm.

Lists of IPEDS peer comparative postsecondary institutions, Carnegie Classification-Research Universities (high research activity) (R2), and Carnegie Classification-Master's Colleges and Universities (larger programs) provide information about comparable and aspirational non-PASSHE institutions.

Approval Process
- To assure that an appropriate external reviewer is selected, the department/unit nominates two (2) to three (3) potential external reviewers, and discusses their selections, including candidate credentials, with their respective College Dean/division leader.
- The dean/division leader then confers with the department's/unit's respective vice president to discuss external reviewer candidate nominations.
- The department/unit vice president approves the final external reviewer.
- There is a possibility that the department/unit may be invited to reconsider the reviewer nominations and resubmit a list of reviewer nominations.
- Until the department/unit vice president approves an external reviewer, the full approval process, beginning with department-level conversations, will be repeated.

Option: External/Third-Party Review
- A unit may collaborate with a third party to conduct the full unit review after securing approval from the respective Vice President.

Stipend
- The Budget Office will transfer $1,500 to the department budget to pay the reviewer.
- This stipend covers all reviewer expenses and earnings, including travel.

External Reviewer Report

External reviewers are asked to submit a final written report to the College Dean/division leadership within two (2) to four (4) weeks subsequent to the site visit. Please share the following report format with the reviewer before or during the campus visit. The reviewer may adjust the format as deemed appropriate.

1. Process Provide a brief overview of the structure of the review including details about the groups or individuals who were interviewed.

2. Review of Administrative Unit Please analyze the department's actions and processes and their impact on students to answer the following questions:

    a. In comparison to similar units at other universities, what are the unit's strongest attributes?

    b. What are the top three areas or processes that the unit could improve?

    c. How do you envision this unit expanding its positive impact on students?

3. Strategic Planning This review process is intended to be forward looking in its orientation and thus your feedback on the department's strategic plan, especially the five-year goals and achievement tasks, is of particular interest.

    a. Are the goals achievable within the available resources?
    b. Are the tasks well aligned to meet the goals?
    c. If there are goals that would require additional tasks, please comment on the value they represent to the university.

4. Challenges The challenges should relate specifically to the department's ability to meet the goals of its own strategic plan.

5. Opportunities These are the specific recommendations designed to assist the department in achieving its goals.

6. Recommendations Please provide specific recommendations to the department, school, and administration regarding all aspects of a program's impact on students as reviewed during the visit.