

## **APPENDIX K SUGGESTED OUTLINE FOR EXTERNAL REVIEW REPORT**

Drawing upon insights gleaned from the site visit and a review of the department's self-study report, external reviewers are asked to draft a joint written report that provides an assessment of the department's organizational performance as well as offers recommendations for future improvements. Although SAIRO has developed the suggested report outline below, reviewers are free to modify this outline in the interest of developing a comprehensive report which addresses the questions and issues posed by the self-study panel as well as sheds light on additional matters of interest and/or concern from the perspective of the external reviewers. External reviewers should submit the report directly to the department director within 4-6 weeks of the site visit.

The external review report should address the following topics:

- A. Department mission and key goals:** Briefly discuss insights and observations regarding the department's success in achieving its mission and strategic goals. Comment on the department's contribution to the Division's broader organizational mission and strategic vision.
- B. Strengths:** Identify aspects of the department that advance the organization's capacity for building and sustaining performance excellence.
- C. Limitations:** Identify aspects of the department that hinder the organization's capacity for building and sustaining performance excellence.
- D. Measuring performance results:** Address how successful the department is in determining intended student learning and development outcomes, and/or specific business and service outcomes, user satisfaction, financial performance, and other noteworthy performance results related to organizational effectiveness. Discuss the relevance of key performance measures the department uses to track results. Are there other measures/data that the department should consider utilizing in determining their effectiveness?
- E. Organizational challenges:** Discuss the key program/service, operational, resource, and campus environment challenges facing the department.
- F. Opportunities for improvement:** Provide recommendations for improving upon current strengths, addressing organizational limitations, and increasing the department's effectiveness and efficiency.
- G. Additional insights:** This section can be used to address any remaining questions or concerns raised in the self-study report or site visit that have not been discussed in other sections of the report.
- H. Concluding comments**