

# Practical considerations for an external review and site visit of a doctoral program

Peter Maramaldi, PhD, MPH, LCSW

Simmons School of Social Work

Annual GADE meeting, April 5-7, 2017

# Purpose of your external review

- Marlo Welshons's slides say “why” with eloquence
- Provides a baseline for new a program director or dean
- Also consider tertiary and strategic reasons
  - Internal and external politics
  - Transitions in leadership
  - Faculty shifts
  - Curricular shifts
  - Self promotion for internal and national rankings
  - More ...

# At the planning stages

- Review previous external reviews on file
- Review Welshon's slides from GADE, 2017
- Proceed only with administration support
- Get funding for travel, meals, and honorarium
- Buy-in from faculty and students
- Develop short list of potential site visitors
- Strategize about who and when to do review
- Ask constituencies about preferred choices

# Preparing the invitation

- Consider them an honored guest, plan dates and accommodations accordingly
- Do some research about the person
- Determine costs to bring person to campus
- Develop a scope of work for the site visit
  - What you will provide, what they will do
- Select dates to optimize opportunities to meet faculty, students, and programs
- Develop some preliminary questions

# Advance material for reviewer

- Prepare a comprehensive briefing book in both electronic and hard copy (good prep for them and your team)

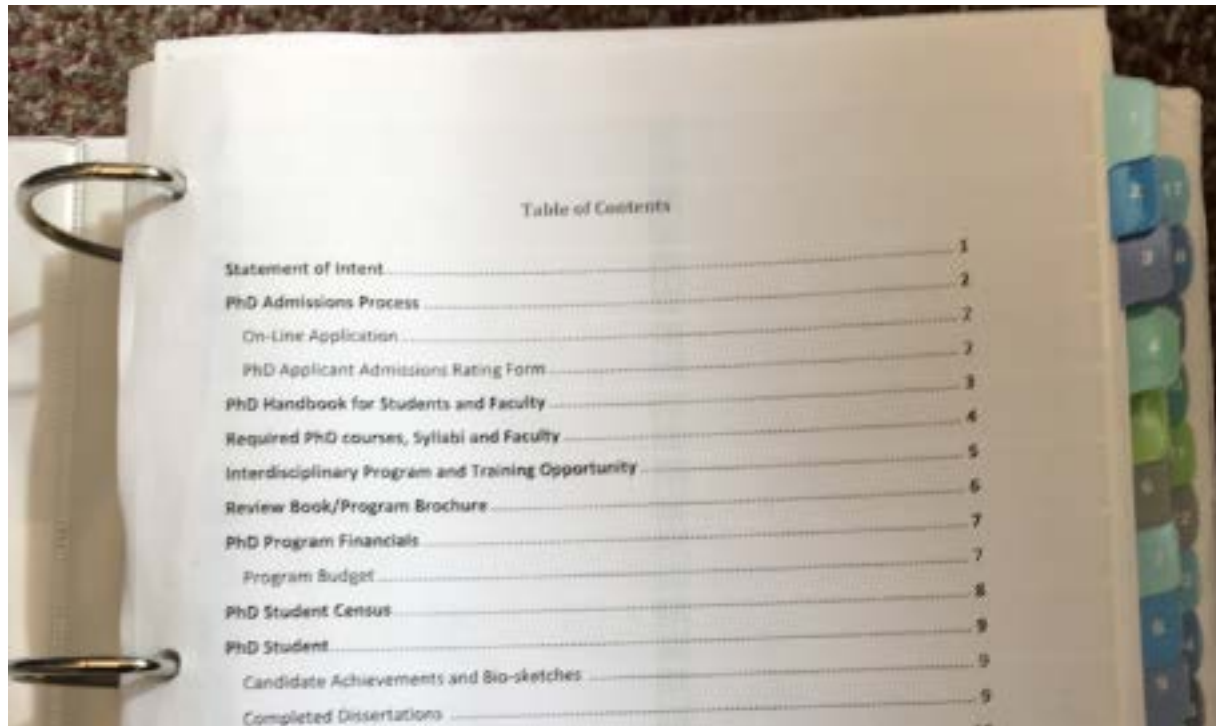


Table of Contents	
Statement of Intent.....	1
PhD Admissions Process.....	2
On-Line Application.....	2
PhD Applicant Admissions Rating Form.....	3
PhD Handbook for Students and Faculty.....	4
Required PhD courses, Syllabi and Faculty.....	5
Interdisciplinary Program and Training Opportunity.....	6
Review Book/Program Brochure.....	7
PhD Program Financials.....	7
Program Budget.....	8
PhD Student Census.....	9
PhD Student.....	9
Candidate Achievements and Bio-sketches.....	9
Completed Dissertations.....	10

# Some potential briefing book content

- Statement of intent or Program's mission
- Admissions process and forms
- Handbook/policies for students and faculty
- Syllabi for required and elective courses
- Special programs (joint programs)
- Marketing material
- Financials (budget, reports, financial aid)
- Student census
- Student biosketches, completed dissertation abstracts, achievements and external pre-dissertation and postdoctoral awards
- Mentorship plans
- Meeting minutes

# The invitation

- Determine best person to call or send the invite
  - Doc Program Director, Dean, who else?
- Explain why you are asking them to review
- State what you'll provide, what is expected of them
- Offer advance material including some preliminary questions to frame the program review
- Offer some dates or potential windows for the review
- If you get turned down, the invitation may have as much value to your school as an actual site visit
- Be timely in your correspondence

# Some questions that we had in 2014

...nting our questions for you, I want to formally thank Dean Stefan Krug for his unwavering commit...  
...gram with national trends so that our graduates will be not just viable, but sought-after on the labor  
...market.

...e things that we would like you to consider during your review:

- Is the mission of the program clear and—in your opinion—viable?
- What is the market? For what type of employment are we preparing our graduates?
- How can we better align our admission and recruitment policies with the mission?
- How can we better align the curriculum with the mission? Can you suggest optimal ways to  
...program content and mentorship?
- Can you suggest strategies to fund PhD students?
- What strategies have you seen to be effective in increasing student diversity?
- What are the benefits and risks of using of adjunct doctoral faculty from neighboring institu...  
...upon their methodological expertise?
- What can we do to improve the notability of the doctoral program regionally and nationally?
- How can we optimize interdisciplinary gains with the Harvard School of Public Health?
- We hope to talk with you about a recent initial exploration of a public private partnership f...  
...DSW advanced practice degree with Westfield State University.



# The site visit

- Create a tight, realistic schedule
- Designate a team of committee to host reviewer
- Provide your contact information as contact person, be “on call” should anything occur
- Plan all transportation
- Schedule key individuals and constituencies
- Plan dinners and lunch receptions with faculty staff and students
- Show your strengths, be candid about concerns
- Get adequate face-time with team or Doc Committee

# Develop an easy to read schedule

	initial exploration of a public private partnership for an on-line DSW advanced practice degree with Westfield State University.	Casey, Johnnie Hamilton Mason, Hugo Kamya, Peter Maramaldi, Stefan Krug, Michelle Putnam, Kristie Thomas	
4:00 – 4:45	Interdisciplinary opportunity with Harvard School of Public Health	Marie C. McCormick (MD, ScD; Harvard faculty), Peter Maramaldi	Harvard Quad Kresge, sixth floor
5:00 – 5:45	Interdisciplinary student research	Shuel Kozu (Neurology) Dana Prescott (Law), Erina White (epigenetics)	Countway Library CHB
6:00 – 6:45	Local alumnus	Elizabeth Warf	Children's Hospital

# Debriefing with external reviewer

- Allow time for them to meet with dean
- Schedule formal debrief with team/committee
- Ask lots of questions, keep notes
- If there is anything you want highlighted in written report, ask for it to be included
- Remember that the report of the external review will live beyond your tenure in the program; Shape it to be helpful

# After the external review

- Make sure reimbursements and honorarium are processed and sent out
- Send any follow up communication, questions, or exculpations in a timely manner
- When the report comes in release it according to prearranged plan
- Leverage the findings to move your program. Faculty, and students forward

Please remember that program reviews can help cut through all the ...

