



Georgia Institute
of **Tech**nology®

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Vice Provost Unit External Review

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Vice Provost Unit External Review

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I. Overview

In accordance with the President's Strategic Plan and Goal #5—to relentlessly pursue institutional effectiveness—the Georgia Tech Provost's Office implements Vice Provost Unit External Reviews. Vice Provost Unit External Review is a collaborative process designed to bring the professional judgment and input of respected colleagues in assessing and improving the quality of Vice Provost Units and the services they provide in the areas of enrollment management, undergraduate education, graduate education, faculty development, and international education and initiative development. Each Vice Provost Unit will participate in gathering information about the unit, reviewing and analyzing this information to produce a self-study, selecting an external review committee (approved by the Provost), preparing for and facilitating a site-visit, responding to the external reviewers' report and recommendations for improvement, and following up to ensure that the unit is supported in its efforts for ongoing improvement.

The purpose of Georgia Tech's Vice Provost Unit External Review is to conduct a strategic evaluation of each unit approximately every seven years to cultivate a culture of continuous improvement.

Vice Provost Unit External Reviews involve the following materials and activities:

- preparation of a self-study by the unit and approved through the relevant Vice Provost
- visit and review by an external review committee and a written report of the external review
- commentary by the Vice Provost of the unit in review of the external review committee's report
- review and comment of the self-study and associated materials by the Provost
- a plan developed by the unit outlining actions to be taken based on the results of the review
- annual progress report uploaded to the secure < www.apr.gatech.edu > website

The Office of the Provost, through the Associate Provost for Academic Effectiveness, is responsible for assuring a comprehensive unit review is scheduled and conducted for each Vice Provost unit under the Office of the Provost. The Associate Provost for Academic Effectiveness serves as the manager for the process and a resource to the units. The Vice Provosts serve as the primary contact within each unit for the process. To the extent that is appropriate for the units, the Council for the Advancement of Standards (CAS) in Higher Education can serve as a guideline for the review.

A. Purpose

The Vice Provost Unit External Review in the Office of the Provost at Georgia Institute of Technology is a comprehensive and meaningful effectiveness process aimed at determining how well a unit achieves its stated mission, goals, and/or chief responsibilities and appropriateness of scope. In the spirit of continuous improvement, the process helps units determine how best to create and sustain program excellence. Through intentional, reflective self-study, external review, and careful action planning, units identify how they can be preeminent among their peer institutions.

B. Goals

- Provide evidence of quality by affirming effectiveness of the unit's programs, services, and operations.
- Provide evidence of continuous improvement by responding to recommendations through careful consideration and action planning.

- Clearly articulate the unit's overall contribution to the mission of Georgia Institute of Technology.
- Revisit appropriateness of scope for the unit.
- Identify strengths, weaknesses, opportunities, and threats (SWOT) to inform the continuous improvement process.
- In the spirit of *Creating the Next*[®], encourage strategic thinking, innovation in operation and mission, and planning for both the short- and long-term future.
- Consider the unit's strategic resource allocation—need and effectiveness.
- Consider and utilize the Institute's annual process for outcomes assessment.

II. The Vice Provost Unit External Review Process

A. Logistics and Schedule

The process can be divided into six parts as described below.

1. Planning meeting convened by the Associate Vice Provost for Academic Effectiveness, the Vice Provost, and others selected by the Vice Provost
2. Planning meeting by the Vice Provost and all relevant directors and other administrators
3. Selection and approval of the external reviewers and confirmation of the visit dates
4. Preparation of the unit self-study*
5. Visit and written report by the external review committee
6. Closure of the review with the Vice Provost and the Provost
7. Progress reporting within the unit and to the Provost

Table 1. Estimated Schedule of Vice Provost Unit External Reviews

Unit	Incumbent	Vice Provost Unit Seven-Year External Review
Enrollment Services	Paul Kohn	2017
Undergraduate Education	Colin Potts	2018
Graduate Education & Faculty Development	Bonnie Ferri	2020-21
International Initiatives	Yves Berthelot	2020-21

*Note: The self-study is to be completed in the spring and the external committee visits in the fall of the same calendar year.

B. Details

Planning Meeting

Each spring semester the schedule of Vice Provost units for review in the coming year is reconfirmed with the Vice Provosts. Planning meetings with the units are subsequently scheduled to include the Vice Provost, Associate Provost for Academic Effectiveness, and others designated by the Vice Provost to discuss the responsibilities and schedule of the review.

The Provost Office will provide some support to the VP External Unit Reviews, to include:

- The honorariums, set at \$3,000 for the chair and \$2,500 for the other reviewers. If more than four reviewers are requested, the additional expense should be discussed with the Chief Administrative Officer for Academics and Research.
- The travel (flight, mileage, hotel, and reimbursable meals while travelling) of the reviewers.

The Office of Academic Effectiveness will work with the VP's unit staff to reimburse the reviewers. The units will need to absorb other costs associated with the review; i.e., group meals, catering for meetings, cost of preparing the self-study, etc.

External Reviewers and Visit Dates

Among the first actions to be undertaken by the unit is to develop a list of proposed external reviewers and confirm the dates of the review committee's visit.

The Provost expects unit staff to be actively involved in the selection of the external reviewers. The Vice Provost must approve the list of external reviewers with the Provost through the Associate Provost for Academic Effectiveness. It is recommended that the initial suggested list have more reviewers than will be needed so replacements can be invited quickly if needed. The number of reviewers for the visit is to be decided by the Vice Provost. Four-to-six reviewers is standard, and the recommended minimum for a visit is three. The composition of the review team should ensure that a review of all unit activities and areas will occur, as well as specific areas of expertise as selected by the Vice Provost. Given the caliber of individuals sought, experience has shown that at least one reviewer may need to cancel on short notice.

Other factors to be considered in identifying a list of reviewers are: familiarity and capability to evaluate the scope of the activities and interests of the unit, familiarity with large research universities, and administrative experience. While it is expected that many individuals within the program will likely know the reviewers, it is also expected that conflicts of interest should be avoided.

The list of potential external reviewers should be coordinated with the Office of the Provost, providing a brief statement of how the staff of the unit were involved in the selection of the reviewers. To facilitate this request, the Office of the Vice Provost should forward this material to the Associate Provost for Academic Effectiveness who will secure the approval of the Provost. It is understood that this list is often dynamic and that this coordinating step can be difficult to implement. Therefore, each unit should discuss how they will handle this step with the Associate Provost for Academic Effectiveness during their planning meeting.

The Vice Provost is responsible for extending invitations to those on the list (see Appendices B and C for suggested letter templates).

In order to ensure the availability of the Provost to meet with the external reviewers the dates of the visit should also be coordinated in advance with appropriate administrative offices. The unit is responsible for determining the visit dates of the external review committee, coordinating those dates with the Office of the Provost, coordinating visit arrangements, funding the visit and any associated honorariums, and hosting the reviewers during their visit.

In advance of the visit, the itinerary, a biosketch of each reviewer (see Appendix E), and the self-study are to be provided to the Associate Provost for Academic Effectiveness and uploaded to the < www.apr.gatech.edu > protected website.

Timely completion of this part, especially setting the external review visit dates, is critical. It largely determines the remainder of the preparation and review schedule. Thus, it is imperative that action on this begin as soon as possible following the planning meeting. Coordinating the calendars of the Provost, Vice Provost, unit administrators, and external reviewers is among the most challenging aspects of the review process.

Preparation of the Program Self-Study

The self-study and its associated support materials are the primary artifacts for the members of your external review committee to prepare for their visit. It is highly recommended that the conduct of the self-study be inclusive of the unit as a whole.

The final version of the unit self-study and its appendices should be uploaded to the APR website < www.apr.gatech.edu > at least two (2) weeks prior to the visit of the external reviewers. There must be evidence that the Vice Provost and the Provost have reviewed and approved the self-study before it is uploaded. This may be in the form of an email (Appendix A).

This self-study is a second critical part in the unit review, and its preparation should also begin shortly after the planning meeting. The self-study focus and outline can be started while the Vice Provost is gathering and examining unit data. Ideally, the self-study should be mailed to the external review committee about one month before the visit, but no less than two weeks. A hardcopy and an electronic copy should be provided to the reviewers.

Visit and Written Report by the External Review Committee

The visit by the external review committee is typically two or three days. It is recommended that the Vice Provost identify one member of the external review committee to serve as the chair of the committee. The visit schedule is determined by the Vice Provost and chair of the external review committee. During the visit, external reviewers should have time to meet with staff without the unit leadership present. This would allow the reviewers to interact with them in a social and/or informal manner. (A suggested schedule for consideration is outlined in Appendix F.)

The Provost has indicated that he does not need to be included in the welcome/entrance meeting with the Vice Provost and external review committee. However, the Provost, the Chief Administrative Officer for Academics and Research, and the Associate Provost for Academic Effectiveness *will* attend the exit meeting conducted by the external review committee, scheduled at the end of its campus visit.

At the exit meeting, the external review committee will deliver its advisory report orally, which includes findings and recommendations and which may include a PowerPoint presentation. Three weeks following the campus exit meeting, the chair of the external review committee is responsible for the delivery of the committee's written report to the Provost with a copy to the Vice Provost and Associate Provost for Academic Effectiveness. Delivery of this report is essential to the review.

Closure of the Review

Once the report has been received, it is recommended that the Vice Provost host a meeting with the unit to discuss the review. Then the Vice Provost, with input from the Provost, should decide what actions are to be taken based on the results from the unit review. A unit response, which is a written plan summarizing these actions, should be forwarded to the Provost and Associate Provost for Academic effectiveness. This closure of the review process will be discussed at the initial planning meeting.

III. Summary of Milestones

APR Schedule	Actions	Responsible Parties
December	Confirm review schedule with the Vice Provost	Associate Provost for Academic Effectiveness
January–February	Planning meeting held with Vice Provost, Associate Provost for Academic Effectiveness, directors, and others designated by the Vice Provost	Associate Provost for Academic Effectiveness
January–February	Planning meeting by the Vice Provost and all relevant directors and other administrators	Vice Provost
February–early March	List of external reviewers forwarded to the Provost through the Associate Provost for Academic Effectiveness	Vice Provost
April	Electronic file with <i>confirmed</i> reviewers, biosketches, and visit dates forwarded to the Associate Provost for Academic Effectiveness and uploaded to the APR website.	Vice Provost
By early Summer	Self-study conducted and report signed off by Vice Provost	Vice Provost
August–September	<ul style="list-style-type: none"> Self-study forwarded to the Associate Provost for Academic Effectiveness and uploaded to the APR website. The Review package (self-study and visit itinerary) should be prepared by the Vice Provost’s office and sent to the Office of the Provost. 	Vice Provost
September–November	Visit by external review committee and oral report by committee	Vice Provost
Three weeks following the external committee visit	The written report of the external review committee is received by Provost, Vice Provost, and Associate Provost for Academic Effectiveness. Vice Provost’s office to upload copy to the APR website.	Vice Provost
February	Vice Provost unit response and improvement plan uploaded to the APR website.	Vice Provost

IV. Self-Study Format Support

The self-study should be organized into the following sections and divided into subsections as appropriate. Additional sections may be added as decided by the Vice Provost.

A. Executive Summary

The executive summary is presented by the unit's leadership to note significant and noteworthy results as well as to add thoughts on the outcomes of the self-study. The executive summary provides the opportunity for the unit leadership to communicate information to the external reviewers that will help establish the goals for and focus of the upcoming on-site review of the unit.

B. Overview of the Unit and Component Programs

This section describes the unit in terms of its role and placement within the Institute, connection to the institutional mission, and stature within its peer community (if applicable). Major recent events that may have a significant bearing on the future direction of the unit should be considered for inclusion here. The overview should be comprehensive and include all areas within the unit. Consideration of scope can be included, as appropriate.

C. Vision and Strategic Direction

A summary of the vision and strategic direction for the unit should be presented in this section.

D. Institutional Effectiveness

The "viability, productivity, and quality" of the unit and its offices under review are to be addressed and discussed in the self-study.

A key portion of the preparation of the self-study process is the examination of available multi-year internally collected data for the unit. Regardless, the preparation of the self-study of the unit(s) should include:

1. a description and review of each relevant major office and service in the unit;
2. an overview of the unit's assessment plans, findings reported as a part of annual assessment updates, discernable trends, and improvements implemented based on assessment results.

E. Organization and Facilities

A description and state of the unit's leadership and administrative organization should be presented in this section, including organizational charts.

F. Future Opportunities

This section should summarize future opportunities as a result of this self-study, and how the unit presently plans to address them. This section should state the goals and vision of where the unit expects to be going between the present and the next review. This key section of the report sets the tone of the future movement of the unit.

G. Additional Supporting Materials/Appendices

Additional materials in support of the self-study should be included in this section.

V. The External Review

A. The Visit

The schedule below is typical for external reviews. Day One is typically a travel day for the reviewers and a business dinner meeting to outline and start the review. Day Two is a full day of meetings with the unit leadership, program leadership, staff, students, and administrators that includes a tour of the unit/Institute facilities. See Appendix F for a detailed sample itinerary plan for the visit.

Day One

- a. Arrival and hotel check-in.
- b. Business dinner meeting hosted by the Vice Provost to welcome the reviewers, provide the charge to the committee, discuss the review and deliverables, and re-confirm the schedule. This dinner meeting does not need to include the Provost; it is a time for the review committee to meet with the Vice Provost and unit leadership.

Day Two

Unit review(s) begins. Among the meetings and events to plan are:

- a. An overview of the unit(s) by the Vice Provost and other leadership.
- b. Staff introduction and meetings—allow for both individual and group times.
 - i. Reserved office/meeting space should be made available throughout Day Two to allow a location for faculty and staff wishing to meet individually with reviewers.
- c. Discussion time with principals involved with the units.
- d. A reception at a time conducive for staff to interact with the reviewers without unit leadership.
 - i. Advanced and broadcasted announcement of the date, time, and location will help to ensure strong attendance at this event.

In the evening, time should be allowed for the review committee to draft its recommendations and prepare for the next day's exit meeting. It is desirable that the committee conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as part of their review and report.

Day Three

Review concludes with morning time for the committee to revisit its comments and recommendations.

- a. The exit meeting should be scheduled at a time convenient to the Provost/representative, Vice Provosts, and others as decided by the Provost and the Vice Provost.
- b. An oral report and/or presentation are desired at the exit meeting on campus.
- c. A written report is to be submitted to the Provost with a copy to the Vice Provost and the Associate Provost for Academic Effectiveness three weeks following the campus review.
- d. If there is time on Day Two for the review committee to draft its written report, then adjournment can be by noon on the third day. Other schedules include freeing up the morning of Day Three for this task and then closing by mid-afternoon.

B. The Written Report

When possible, the external review committee should draft its written report on the evening of Day Two, along with its oral presentation for the next day's exit meeting with the Provost, Vice Provost, Associate Vice Provosts, and selected leaders. Day Three concludes with two morning sessions: time for the committee to finalize its recommendations and possibly meet with the Vice Provost; and then a meeting to present the recommendations to the Provost, Vice Provosts, and others as determined by the Office of the Provost. If additional review time is needed to complete the review by the external committee, the afternoon of Day Three could be scheduled for the exit meeting. Included in that review should be the committee's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

Three weeks following the visit, the chair of the external review committee is to provide the committee's written report to the Provost with copies to the Vice Provost and Associate Provost for Academic Effectiveness (or as decided at the exit meeting), containing comments on and recommendations for the reviewed unit(s).

C. Closing the Loop: The Action Plan

The Vice Provost should provide a written response to the report, forward that response to the Provost with a copy to the Associate Provost, and upload it to the secure < www.apr.gatech.edu > website. Each unit should determine a process that involves the staff of the unit to determine and work on an action plan based on the unit review and external review report. One potential process is outlined in Appendix G. If a unit chooses to develop an alternative process, it should alert the Associate Provost with documentation of that process. This process will be discussed at the initial planning meeting.

Any such alternative process should include, at a minimum, the following components:

- Leadership by the Vice Provost
- Involvement of the faculty/staff of the unit
- Initial and annual communication to the Office of the Provost

The Office of the Provost is available to assist the Vice Provost in this important work.

VI. Appendices

A. Self-Study Transmission Sheet

[Vice Provost's Letterhead]

MEMORANDUM

To: Rafael L. Bras
Provost and Executive Vice President for Academic Affairs

From: [Vice Provost's Name]
[Office]

Re: Vice Provost Unit External Review Self-Study for [Unit Name]

Date: [Date]

cc: Loraine Phillips

The attached self-study is submitted for your review and comment. Should you have any questions, please feel free to contact me [or name of unit contact, if appropriate].

Reviewed and approved:

[Name, Title—Unit Vice Provost]

B. Sample Invitation Letter

[Vice Provost's Letterhead]

Dear [Name]:

Greetings from the Georgia Tech [Unit Name as appropriate]. The [Unit] is conducting its seven-year program review for the [name(s) of unit(s)] this fall. The primary purpose of our unit review is to conduct a strategic evaluation of the [Unit] and its programs by evaluating our overall effectiveness.

My purpose in writing to you is to invite you to serve on the [Unit] External Review Committee. The external review committee plays a valuable role by providing insight that is useful in developing future strategies.

As a member of the review committee, we would ask you to visit the campus beginning with an evening dinner, followed by a day of meetings with the Vice Provost, faculty, staff, students, and others. That evening and the following morning would be time for the committee to draft its written report and prepare an oral presentation of your findings and recommendations. Following the oral presentation at the exit meeting in the morning will be scheduled departures by noon of the third day. Within a couple of weeks of your visit, you would send the committee's written report to me. In addition, you would receive an honorarium of \$[as determined] in appreciation for your time and service.

The unit is scheduled to complete its self-study in [month/year] and that along with other pertinent materials would be sent to you in advance of your visit for preparation. We would like to schedule your visit in [month/year], ideally beginning [day of week and date], and concluding [day of week and date]. We greatly value your insights and opinions, and hope you can serve on the review committee at that time.

I have enclosed a [brochure/materials] to provide some background information on the [Unit]. Thank you for considering this invitation, and please give me a call if you have any questions.

Sincerely,

[Vice Provost's Signature Block]

C. Sample Confirmation Letter

Note: The letter assumes a schedule that begins with a business dinner on Day One.

[Vice Provost's Letterhead]

Dear [Name]:

We are very pleased that you will be able to serve on the External Visiting Review Committee for [Unit] on [dates] at Georgia Tech. Your advice and insight will have a great impact in guiding our [Unit's] future path. The members of the committee include [provide names, titles, and institution].

The review visit will begin on [date] with [highlight of Day One]. Day Two of the review visit, the committee will meet with our faculty and staff. At the end of the day, you will have a group dinner so that you may compare notes and draft your written report. On [day], the committee will present its findings in an oral presentation for the exit meeting on [date], which will include [names or titles: Provost, Vice Provost, Chief Administrative Officer, and Associate Provost] at [time]. The committee's final written report should be sent to the Provost with a copy to me and the Associate Provost for Academic Effectiveness by [date].

[Person's name and contact information] will assist you in making travel plans, reserve your hotel room, and help you with arrangements for your visit to Georgia Tech. In addition, we will reimburse you for travel expenses related to this review visit. Also, we will provide you with an honorarium of [amount, if wish to include] in appreciation for your service.

The unit(s) self-study and associated materials will be sent to you no later than [date]. In the meantime, please do not hesitate to call me [phone] or send an e-mail [e-mail address] should you have questions concerning the review.

Thank you again for your willingness to serve on this committee.

Sincerely,

[Signature/Block of the Vice Provost]

D. Sample Pre-visit Letter to External Reviewer

[Vice Provost's Letterhead]

Dear [Name]:

Thank you again for participating in the evaluation of [Unit] at Georgia Tech. Enclosed is the itinerary and self-study for your visit as well as contact information for [person's name] who will assist with your travel plans, hotel room, and other arrangements regarding your visit. If you have questions about the self-study, difficulties accessing it, or wish to receive any other materials, please contact [name of contact, title, number, e-mail address].

Allow me to summarize again the context for the visit and some important questions we would like you to consider. The Vice Provost Unit External Review is an Institute process in which we conduct a strategic evaluation of each Vice Provost unit every seven years. In addition to helping the Institute assess its strategic progress, the reviews are also used by the Vice Provosts to make program improvements. As you can see, you will be helping us address a number of areas, and most importantly, providing your insight on how to ensure that [Unit] is moving in the right direction.

We would like for you to provide an oral exit report of your observations and comments on [date], and also send your [committee's, if the Chair] written report [date that is three weeks after the campus review]. We ask that your report cover each area as outlined in the self-study materials as well as any additional findings you wish to include. In addition, we ask you to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the unit. We would like you to consider three overarching set of questions. The questions [tailor these questions to your unit] are:

- 1) Is the unit pursuing appropriate strategic directions and, if so, how well are they achieving them? Are there unique opportunities the unit should be exploiting more fully? Are there areas being pursued that are not contributing substantially to the overall objectives of the unit and the Office of the Provost?
- 2) Does the unit have effective administrative structures, staffing, and leadership? Are fiscal and physical resources well aligned with and being fully utilized toward the unit's strategic directions?
- 3) Does the unit have high quality programs and effective assessment processes to assure its continued effectiveness?

Sincerely,

[Signature/Block of Vice Provost]

Enclosures:

1. Visit Itinerary
2. Self-Study
3. [Title of Other Materials]

E. Sample External Reviewer Biosketch—provide for each reviewer

MICHAEL A. MARLETTA



Chair, Department of Chemistry
Aldo DeBenedictis Distinguished Professor
Joel Hildebrand Distinguished Professor
University of California, Berkeley
570 Stanley Hall
University of California
Berkeley, CA 94720-1460
Voice: (510) 666-2763-Office
(510) 666-2766
Fax: (510) 666-2765
E-Mail: marletta@berkeley.edu

Biographical Sketch

Dr. Marletta, Distinguished Professor, received his A.B. (1973) at the State University College, Fredonia, New York and Ph.D. (1978) at the University of California, San Francisco. Dr. Marletta has been a Professor of Chemistry and Professor of Biochemistry and Molecular Biology at the University of California, Berkeley since 2001. Dr. Marletta received the Outstanding Achievement Award at the State University of New York College at Fredonia in 1993, is a Fellow with the American Academy of Arts and Sciences and received the American Chemical Society's Repligen Award in Chemistry of Biological Processes in 2007.

Research in Professor Marletta's research group is focused on structure/function relationships in proteins with a particular emphasis on the catalytic and biological properties of redox enzymes. Research questions are being answered using both the tools of chemistry and molecular and structural biology.

F. Sample Itinerary for External Review Visit

**Vice Provost Unit External Review of _____
GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA 30332**

SUMMARY SCHEDULE for [dates of visit]

Unit Point of Contact: [name, title, phone number, email]

OBJECTIVES OF THE REVIEW

- 1) *[Insert objective of the review]*
- 2) *[Insert objective of the review]*
- 3) *[Insert objective of the review]*

Day of Week, Date

- 6:30 pm Meet in [location] to travel as a group to dinner
- 7:30 pm Dinner: Overview of Visit and Charge to the Visiting Review Committee
[Restaurant Information and Transportation Arrangements]

Visiting Committee

- *[name, title, affiliation] – Committee Chair*
- *[name, title, affiliation]*
- *[name, title, affiliation]*
- *[name, title, affiliation]*

Georgia Tech

- *[name], Vice Provost*
- *[name], Leadership position 1*
- *[name], Leadership position 2*

F. Sample Itinerary for External Review Visit – continued

Day of Week, Date

7:45 am	Meet [location] for Transportation to Campus
8:00 am	Breakfast [during overview]
8:15 am – 9:00 am	Overview of the unit [name], Vice Provost
9:00 am – 9:30 am	Tour of Relevant Facilities [names, titles]
9:30 am – 10:30 am	Meeting with unit leadership
10:30 am – 11:00 am	Break
11:00 am – 11:30 am	Office 1 Meeting
11:30 am – 12:15 pm	Office 2 Meeting]
12:15 pm – 1:15 pm	Lunch [may be committee-only or with a small number of school faculty, key staff, or students and not include the school chair or college leadership]
1:15 pm – 2:15 pm	Meet with Faculty [names, titles]
2:15 pm – 3:15 pm	Meet with Staff [names, titles]
3:15 pm – 3:45 pm	Break
3:45 pm – 4:45 pm	Meet with Students (if applicable) [names, titles]
4:45 pm – 5:15 pm	Discussion by Review Committee alone
5:15 pm – 5:45 pm	Wrap-Up Meeting [name], Vice Provost
5:45 pm	Adjourn – Committee Members Return to Hotel via [Transportation]
6:30 pm	External Review Committee Working Dinner Location to be determined by committee

Day of Week, Date

Breakfast in [location] and transportation to meeting	
9:30 am – 11:30 am	External Review Committee meeting [location, room number]
11:30 am – 12:30 pm	External Review Committee Lunch [location]
1:00 pm – 2:00 pm *times as fits schedules of Provost and Vice Provost	External Review Committee Exit Report [location] <ul style="list-style-type: none"> • Rafael L. Bras, Provost and Executive Vice President for Academic Affairs • [name], Vice Provost of unit • [name], Other Leadership, unit • Jennifer Herazy, Chief Administrative Officer for Academics and Research • Loraine Phillips, Associate Provost for Academic Effectiveness • <i>Other?</i>
2:30 pm	Adjournment and Departure Transportation arranged as needed for each reviewer

G. Sample Process for Feedback Loop Following Receipt of the External Review Report

The facilitator’s job is to ensure that the process is followed, that feedback is given, and action is taken as deemed appropriate by the reviewed unit—the driver of the action plan is the unit Vice Provost.

1. External report is received by the unit.
2. The report is reviewed by the Provost and appropriate Vice Provost.
3. The Vice Provost arranges a unit meeting for a “read out” discussion of the report and responds to questions.
4. An initial plan of action is uploaded to the secure website < www.apr.gatech.edu > and shared with the Associate Provost.
5. The Associate Provost calls a meeting of the Provost, Vice Provost, Chief Administrative Officer, and others as requested by the Vice Provost of the reviewed unit. At this meeting, the Vice Provost will propose what actions they expect to take in response to the report. It is at this point that it might be suggested that a different facilitator be appointed.
6. It is then up to the Vice Provost to work out a calendar and schedule of carrying out this action plan. The facilitator is available to assist and to provide feedback along the way.
7. A report is uploaded to the secure website < www.apr.gatech.edu > each spring semester.
8. The facilitator keeps the Provost and other Vice Provosts informed at appropriate intervals.
9. The outcomes of the action plan are submitted as part of the next self-study.

H. Review Schedule 2017-2021

Vice Provost Unit External Review Schedule		
Unit	Incumbent	Review Year
Enrollment Services	Paul Kohn	2017
Undergraduate Education	Colin Potts	2018
Graduate Education & Faculty Development	Bonnie Ferri	2020-21
International Initiatives	Yves Berthelot	2020-21

Notes: