The unit being reviewed may incorporate up to three external advisors from outside the University in the review process. Since we often must contact more than three people in order to find three who are available to participate, we ask that you please create a prioritized list of at least nine recommended external advisors. The supervisory unit leader (e.g., Dean of the College for a department program review) and Provost will also provide input on the unit’s recommended external advisors. When developing your list of recommended external advisors, please take into account that the Provost’s office would like to have the participating external advisor panel consist of a female, a Catholic, and someone with administrative experience (e.g., Department Chair, Institute or Center Director, Associate Dean, Dean).

The Office of Strategic Planning & Institutional Research (OSPIR) interviewed contributors who have recently participated in the program review process. The participants interviewed consisted of Department Chairs, Institute Directors, Associate Deans, Deans, and Internal Reviewers. As a result of those interviews, we have listed a few recommendations that should be considered:

* Recommend a mix of external advisors from both comparable and aspirational programs.
* Recommend external advisors who have experience vetting a program (e.g., as a Department Chair, Institute Director, Associate Dean, or Dean).
* Recommend external advisors who are able to give advice from an objective, discipline perspective.
* Avoid recommending external advisors who have strong personal ties with the faculty (e.g., mentor relationship) or person(s) that would be considered to have a conflict of interest.
* Avoid recommending external advisors with dominant personalities to prevent the review and external advisor report from being guided by one person’s opinions.

Please complete the attached form and email it to Andrea Swanagan, Strategic Planning Program Director, at [aswanagan@nd.edu](mailto:aswanagan@nd.edu). If you have any questions, please do not hesitate to contact Andrea at (574) 631-2490.

**Please complete the table below, prioritizing your list of recommended advisors with the top choice entered in the first row of the table, followed by your remaining recommendations in sequential order. Please add additional rows if necessary.**

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| **Last Name** | **First Name** | **Title** | **Institution** | **Phone** | **Email** | **Female/Catholic/**  **Admin. Experience** | **Comparable or Aspirational Program?** |
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**Please add any additional comments about the qualifications or relevance of each recommended external advisor.**

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| **Last Name** | **First Name** | **Comments** |
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