



# Program Review Guide #5: External Review

## Table of Contents

|                                                                                                                                                                         |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>List of Acronyms .....</b>                                                                                                                                           | <b>1</b>  |
| <b>1. Introduction .....</b>                                                                                                                                            | <b>2</b>  |
| <b>2. External Review Team.....</b>                                                                                                                                     | <b>3</b>  |
| Composition of the External Review Team .....                                                                                                                           | 3         |
| Responsibilities of the External Review Team.....                                                                                                                       | 3         |
| External Review Report Template.....                                                                                                                                    | 3         |
| Selection of the External Review Team.....                                                                                                                              | 4         |
| <b>3. External Review Site Visit.....</b>                                                                                                                               | <b>5</b>  |
| Who will be Part of the Site Visit? .....                                                                                                                               | 5         |
| Planning a Remote Site Visit.....                                                                                                                                       | 5         |
| Planning an On-campus/Hybrid Site Visit .....                                                                                                                           | 7         |
| Logistics of On-campus/Hybrid Site Visits.....                                                                                                                          | 8         |
| <b>Appendix A: Conflict of Interest and Confidentiality Guidelines for External Reviewers Participating in Program Reviews at Kwantlen Polytechnic University .....</b> | <b>9</b>  |
| <b>Appendix B: External Review Team Candidate Form .....</b>                                                                                                            | <b>11</b> |
| <b>Appendix C: Sample Remote Site Visit Agenda .....</b>                                                                                                                | <b>15</b> |
| <b>Appendix D: Sample On-campus Site Visit Agenda .....</b>                                                                                                             | <b>16</b> |
| <b>Appendix E: Sample Hybrid Site Visit Agenda.....</b>                                                                                                                 | <b>17</b> |
| <b>Appendix F: Sample External Review Invite.....</b>                                                                                                                   | <b>18</b> |

## List of Acronyms

ERT: External Review Team

KPU: Kwantlen Polytechnic University

OPA: Office of Planning & Accountability

PAC: Program Advisory Committee

SSCPR: Senate Standing Committee on Program Review

# 1. Introduction

The external review is an integral component of KPU's program review process and follows the completion of the Self Study Report. It is conducted by a team of three members, two of whom are external to KPU, and one, who is a faculty member from another faculty at KPU. The purpose of the External Review is to validate the Self-Study Report and provide additional information regarding program's strengths and areas needing improvement.

---

*The external review provides an external perspective on program quality.*

---

The external review phase involves a site visit, either on-campus, online, or hybrid, which allows the External Review Team (ERT) to meet with various key parties to ensure that the ERT has sufficient information upon which to base their assessment of the Self-Study Report.

## 2. External Review Team

The ERT assists the program under review in identifying specific program strengths upon which to build and areas needing improvement.

### Composition of the External Review Team

The ERT is comprised of three members:

- Two external reviewers: one academic from a comparable program at another postsecondary institution and someone who works in the discipline/sector. In some cases, both of the external reviewers can be academics at other postsecondary institutions with comparable programs to the program under review, where there is no obvious sector outside of academia.
- A faculty member from a different program/faculty at KPU. KPU faculty membership of the ERT is determined by the Chair of the Senate Standing Committee on Program Review (SSCPR). The internal candidates should:
  - come from a program other than the program under review;
  - have an appropriate level of academic, experiential, and /or discipline/sector expertise for the program under review;
  - The internal candidates do not need to be familiar with the field under review; they are on the team to provide information about KPU and to contribute to the interviews by the external review team.

### Responsibilities of the External Review Team

The ERT will:

- Review the program's SSCPR-approved Self-Study Report prior to the site visit;
- Participate in a 30-minute orientation call prior to the site visit;
- Participate in the site visit to meet with students, faculty, administrators, alumni, and other relevant parties;
- The two external members are responsible for completing the External Review Report template, which will be provided.

In addition to the above, the Chair of the ERT will:

- Ensure consensus among the members of the ERT when writing the report;
- Coordinate the completion and sign-off of the External Review Report among team members;
- Send the completed report to the Manager, Quality Assurance within 4 weeks of the site visit.

### External Review Report Template

The ERT will be provided with the External Review Report template prior to the site visit to record their assessment of the Self-Study Report.

The ERT will be asked to validate the Self-Study Report's findings and recommendations in reference to the following criteria:

- Do the data and the site visit support the Self-Study Report's findings?

- Do the data and the site visit support the Self-Study Report's recommendations?
- Does the ERT have any comments or additional recommendations?

## **Selection of the External Review Team**

There are three steps involved in selecting the members of the ERT:

1. Faculty in the program under review determine a list of potential external reviewers (3 academics and 3 discipline/sector representatives), ensuring that the reviewers have no self-interest in the outcome of the review (See Appendix A: Conflict of Interest and Confidentiality Guidelines). The program completes the External Review Team Candidate Form for each candidate (including name, contact information, credentials, rationale for the nomination, and any conflict of interest issues) and ranks the candidates in order of preference. The program sends the forms to the Manager, Quality Assurance at [sscpr@kpu.ca](mailto:sscpr@kpu.ca) (See Appendix B: External Review Team Candidate Form). Once the forms are received, the Manager, Quality Assurance gets in touch with the program to help with the planning of the site visit.
2. The Dean formally invites the top two external candidates for the site visit. If any of the two candidates fail to accept the invitation, others on the list are invited.

### 3. External Review Site Visit

The site visit is scheduled at a time suitable for the ERT and program parties. Remote site visits are scheduled over two days, four hours per day and conducted via Microsoft Teams. On-campus site visits take place at the KPU campus where the majority of the program courses are offered and typically run from 9 am to 5 pm. A hybrid site visit is conducted over two days of four hours each: one day is held on campus to provide a tour of the facilities, and the second day is conducted online via Microsoft Teams. For on-campus site visits, attendees are always given the option to participate remotely.

#### Who will be Part of the Site Visit?

The following people should be invited to meet the External Review Team:

- Program Chair
- Current faculty
- Current students
- Alumni
- Dean and/or Associate Dean
- Liaison Librarian
- Central and/or Degree Advisor
- Career Services, if the program works with Career Services
- Program Advisory Committee (PAC) Members, if the program has a PAC

#### Planning a Remote Site Visit

The remote site visits are planned and hosted by the Quality Assurance Team from the Office of Planning and Accountability (OPA). Below is a breakdown of major tasks and responsibilities.

| Timeline                   | Task                                 | Responsibility | Notes                                                                                                                                   |
|----------------------------|--------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 3 months before site visit | Nominate candidates                  | Program        | Nominate at least 6 candidates (external to KPU) using the nomination forms provided in Appendix B.                                     |
|                            | Determine dates                      | Program        | Determine the dates of the site visit.                                                                                                  |
|                            | Develop agenda                       | Program/OPA    | Coordinate availability and develop the agenda. Please see Appendix C for a sample agenda.                                              |
| 2 months before site visit | Invite Candidates                    | Dean's Office  | Invite top two candidates.                                                                                                              |
|                            | Select KPU member of ERT             | SSCPR Chair    | Invite a KPU faculty member from a different faculty/program to join the ERT.                                                           |
| 1 month before site visit  | Provide ERT with necessary documents | OPA            | Send the ERT the SSCPR-approved <i>Self-Study Report</i> , <i>External Review Template</i> and <i>Guide for External Review Teams</i> . |
|                            | Orientation meeting with ERT         | OPA            | Organize a call with the ERT to discuss their roles and responsibilities. Program Chair is invited to attend the orientation meeting.   |

| Timeline                   | Task                   | Responsibility | Notes                                                                                                                                                                                                                                                           |
|----------------------------|------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | Invite participants    | OPA            | Invite students, faculty, alumni, liaison librarian, career services, if applicable, program advisor, Program Advisory Committee (PAC) members, if applicable, program chair, and Dean. Track RSVPs and send multiple reminders to help increase participation. |
| Two days before site visit | Send reminders         | OPA            | Send a reminder email to individuals who accepted the meeting invite.                                                                                                                                                                                           |
| On the days of site visit  | Host meetings          | OPA            | Quality Assurance Team hosts the ERT's meetings with various key parties.                                                                                                                                                                                       |
| 3 weeks after site visit   | Send a reminder to ERT | OPA            | Remind ERT the submission deadline for the External Review Report.                                                                                                                                                                                              |
| End of semester            | Send Thank You notes   | SSCPR Chair    | The Chair of SSCPR sends a short note of gratitude to the members of ERT for their participation in the external review process.                                                                                                                                |

## Planning an On-campus/Hybrid Site Visit<sup>1</sup>

On-campus site visits are led by OPA and supported by a Dean's Assistant. Below is a breakdown of major tasks and responsibilities.

| Timeline                   | Task                                 | Responsibility          | Notes                                                                                                                                                                                                                                                           |
|----------------------------|--------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 months before site visit | Nominate candidates                  | Program                 | Nominate at least 6 candidates (external to KPU) using the nomination forms provided in Appendix B.                                                                                                                                                             |
|                            | Determine Date                       | Program                 | Determine the date and campus location for the site visit.                                                                                                                                                                                                      |
|                            | Develop agenda                       | Program/OPA             | Coordinate availability and develop the agenda. Please see Appendix D for a sample agenda.                                                                                                                                                                      |
| 2 months before site visit | Invite Candidates                    | Dean's Office           | Invite top two candidates.                                                                                                                                                                                                                                      |
|                            | Select KPU member of ERT             | SSCPR Chair             | Invite a KPU faculty member from a different faculty/program to join the ERT.                                                                                                                                                                                   |
| 1 month before site visit  | Provide ERT with necessary documents | OPA                     | Send the ERT the SSCPR-approved <i>Self-Study Report, External Review Template and Guidelines for External Review Teams</i> .                                                                                                                                   |
|                            | Orientation meeting with ERT         | OPA                     | Organize a call with the ERT to discuss their roles and responsibilities. Program Chair is invited to attend the orientation meeting.                                                                                                                           |
|                            | Invite participants                  | OPA                     | Invite students, faculty, alumni, liaison librarian, career services, if applicable, program advisor, Program Advisory Committee (PAC) members, if applicable, program chair, and Dean. Track RSVPs and send multiple reminders to help increase participation. |
|                            | Site visit arrangements              | Provost's Office<br>OPA | Arrange catering (coffee, snacks, and lunch). Arrange a meeting room for the site visit. Arrange travel and lodging for the ERT, if required. <sup>2</sup> Arrange parking passes, if required. Collect and submit expense claims.                              |
| Two days before site visit | Send reminders                       | OPA                     | Send a reminder email to individuals who accepted the meeting invite.                                                                                                                                                                                           |
| On the days of site visit  | Host meetings                        | OPA                     | OPA hosts the ERT's meetings with various key parties.                                                                                                                                                                                                          |
| 3 weeks after site visit   | Send a reminder to ERT               | OPA                     | Remind ERT the submission deadline for the External Review Report.                                                                                                                                                                                              |
| End of semester            | Send Thank You notes                 | SSCPR Chair             | The Chair of SSCPR sends a short note of gratitude to the members of ERT for their participation in the external review process.                                                                                                                                |

<sup>1</sup> While the external review team attends in-person, other participants are given the option to participate in-person or remotely.

<sup>2</sup> The ERT will be reimbursed for reasonable expenses for travel, lodging, meals, and local transportation incurred while fulfilling their duties.

## *Logistics of On-campus/Hybrid Site Visits*

### *Food*

The ERT is provided with lunch and non-alcoholic refreshments during the site visit. These costs are covered by the Provost's Office.

### *Parking*

If external ERT members are driving to campus, electronic parking passes will be arranged for them.

### *Room and Technology*

As soon as the external review date is confirmed, a meeting room or classroom is reserved for the External Review Team (ERT) to work and meet with alumni, faculty, students, and other key stakeholders. The space is equipped with the necessary technology to support participants joining remotely. Technical assistance is available through the IT Service Desk, if required.

## Appendix A: Conflict of Interest and Confidentiality Guidelines for External Reviewers Participating in Program Reviews at Kwantlen Polytechnic University

These guidelines are to assist programs in their nomination of external review team candidates as well as the external reviewers themselves and reflect the requirements as outlined by the Degree Quality Assessment Board (see [Conflict of Interest and Confidentiality Policy](#)).

External reviewers must avoid any actual or perceived conflict of interest including that which might impair or impugn the independence, integrity or impartiality of the review. There must be no appearance of bias, based on what a reasonable person might perceive.

When identifying candidates to serve on the external review team, select those experts who are recognized by their peers for having a broad outlook, open mind and sound judgment. Candidates should possess the qualifications to engender the confidence of all those involved in the development, results, and actions resulting from the program review.

### Definition of a Conflict<sup>3</sup>

An actual or potential conflict of interest arises when an expert is placed in a situation in which a) his or her personal interests, financial or otherwise, or b) the interests of an immediate family member or of a person with whom there exists, or has recently existed, an intimate relationship, conflict or appear to conflict with the expert's responsibilities to the program under review, Kwantlen's Senate Standing Committee on Program Review, Kwantlen Polytechnic University, and/or the public interest. External experts appointed by the program / SSCPR should not have any connection to the program under review within the previous two years, or for a period of up to three months following the completion of their duties in connection with the program's review. Some examples of such connections include:

- preparing an application or providing expert advice used in developing the program
- making public comment for or against a program or institution that might result in the apprehension of bias
- working for or previously employed in the program
- being a student or a recent graduate of the program
- working as a consultant for the program
- serving in an advisory capacity or on a board for the program
- having financial or other business interests with the program
- supervising students or employees of the program
- collaborating regularly with anyone in or associated with the program

Some experts are invited as representatives of private sector organizations that broadly represent private sector interests. In such instances, there would not normally be a conflict of interest unless the member has been actively involved in developing, promoting, or publicly commenting on a program.

---

<sup>3</sup> Adapted from [DQAB Conflict of Interest and Confidentiality Policy](#)

**Disclosure of Conflict**

It is unlikely that an external reviewer with a conflict of interest will be nominated, let alone selected, for the external review team. However, should it occur, the following procedure will be used. Where there is an actual or potential conflict of interest, the expert must disclose his/her circumstances and consult with the chair of the SSCPR. If unsure if a conflict exists, the expert should seek advice from the chair. It is then the responsibility of the SSCPR chair to determine whether a conflict of interest exists and to inform the program's self-study committee and the SSCPR of his/her decision. Similarly, if a program learns of a conflict of interest regarding an individual appointed by the SSCPR, then the program shall make full written disclosure to the chair of the SSCPR.

**Action Required When a Conflict Exists**

The Chair of the SSCPR will exercise his/her discretion in determining if an actual or potential conflict of interest exists and notify the parties accordingly. Should the chair determine that an actual or potential conflict exists, the external expert must decline to serve as a reviewer. In this event, an alternate will be selected from the list of candidates provided by the program.

## Appendix B: External Review Team Candidate Form

### Kwantlen Polytechnic University Program Review External Review Team Candidate Form

The three-person External Review Team (ERT) is made up of two experts from outside KPU and one internal to KPU (but external to the Program under review).

The External Review Team:

- assesses the extent to which the program's Self-Study report reflects the reality of the program;
- strengthens the program's assertions of quality and statement of resource needs;
- identifies additional information to assist the program with its quality improvement process;
- gives KPU's administration and Board of Governors confidence in the completeness and accuracy of program review reports.

The external review process must be a genuine appraisal carried out by qualified individuals who have no self-interest in the outcome. Thus, the thoughtful selection of the ERT is crucial to the success of a program review.

With this in mind, please nominate at least three academics and three discipline/sector representatives **external** to KPU and rank them in order of preference. The program advisory committee (PAC) may be able to suggest external candidates. The Dean will formally invite the top-ranked candidates.

The external candidates should:

- be either educators or experts in the discipline/sector under review; normally nominate both academic and discipline/sector experts;
- have recognized competence in the field of study of the program;
- not be, or appear to be, in a conflict of interest: please refer to the [DQAB Conflict of Interest Policy](#) for additional information.

Complete a nomination form for each of the six nominees.

Submit all nominations and/or questions to the Manager, Quality Assurance, Office of Planning & Accountability at [sscpr@kpu.ca](mailto:sscpr@kpu.ca).

Please nominate at least three academic and three discipline/sector candidates and list your nominations for External Reviewers in descending order of preference.

**Academic Candidates:**

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Institution                      |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Institution                      |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Institution                      |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Institution                      |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

**Discipline/Sector Candidates:**

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Organization                     |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Organization                     |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Organization                     |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

|                                  |  |
|----------------------------------|--|
| Name                             |  |
| Title                            |  |
| Organization                     |  |
| Credentials                      |  |
| Contact information              |  |
| Experience                       |  |
| Prior contact with KPU, if known |  |
| Rationale for Nomination         |  |

## Appendix C: Sample Remote Site Visit Agenda

**Kwantlen Polytechnic University**  
**[Program Name]**  
**External Review Site Visit Agenda**

[Month Day & Day, Year]  
Via Microsoft Teams

Thanks to External Reviewers:

NAME  
NAME  
NAME

Day 1: DATE

|                |                                                             |
|----------------|-------------------------------------------------------------|
| 9:00 - 9:50:   | Introductions and Opening Discussion with the Program Chair |
| 9:50 - 10:00:  | Break                                                       |
| 10:00 - 11:00: | Meeting with Program Faculty                                |
| 11:00 - 11:10: | Break                                                       |
| 11:10 - 12:00: | Meeting with the Library Liaison & Faculty Advisor          |
| 12:00 - 12:10: | Break                                                       |
| 12:10 - 12:50: | Meeting with the Dean/Associate Dean                        |

Day 2: DATE

|                |                                                                                |
|----------------|--------------------------------------------------------------------------------|
| 9:00 – 10:00:  | Meeting with Alumni and the Program Advisory Committee                         |
| 10:00 - 10:10: | Break                                                                          |
| 10:10 - 11:10: | Meeting with Students                                                          |
| 11:10 - 11:20: | Break                                                                          |
| 11:20 - 12:00: | Final Meeting with Program Chair                                               |
| 12:10 - 12:20: | Break                                                                          |
| 12:20-12:50:   | External Review Team meeting to discuss findings and coordinate report writing |

\*All times are in Pacific Standard Time.

## Appendix D: Sample On-campus Site Visit Agenda

**Kwantlen Polytechnic University**  
**[Program Name]**  
**External Review Site Visit Agenda**

[Month Day, Year]  
[Location Room # / Microsoft Teams]

Thanks to External Reviewers:

NAME  
NAME  
NAME

|                |                                                                                |
|----------------|--------------------------------------------------------------------------------|
| 9:30 – 10:10:  | Introductions and Opening Discussion with the Program Chair                    |
| 10:10 – 10:20: | Break                                                                          |
| 10:20 – 10:50: | Tour of the Program Facilities                                                 |
| 10:50 - 11:30: | Meeting with the Library Liaison and Faculty Advisor                           |
| 11:30 – 12:30: | Meeting with Students                                                          |
| 12:30 – 1:30:  | Working lunch with Faculty                                                     |
| 1:30 – 2:10:   | Meeting with the Dean/Associate Dean                                           |
| 2:10 – 2:20:   | Break                                                                          |
| 2:20 – 3:20:   | Meeting with Alumni and the Program Advisory Committee                         |
| 3:20 – 4:00:   | Final Meeting with Program Chair                                               |
| 4:00 – 4:30:   | External Review Team meeting to discuss findings and coordinate report writing |

\*All times are in Pacific Standard Time.

## Appendix E: Sample Hybrid Site Visit Agenda

**Kwantlen Polytechnic University**  
**[Program Name]**  
**External Review Site Visit Agenda**

[Month Day, Year]  
[Location Room # / Microsoft Teams]

Thanks to External Reviewers:

NAME  
NAME  
NAME

**Day 1: DATE [On-campus]**

|                |                                                             |
|----------------|-------------------------------------------------------------|
| 9:00 – 9:50:   | Introductions and Opening Discussion with the Program Chair |
| 9:50 – 10:00:  | Break                                                       |
| 10:00 – 10:30: | Tour of the Facilities                                      |
| 10:30– 10:40:  | Break                                                       |
| 10:40 – 11:40: | Meeting with Students                                       |
| 11:40 – 11:50: | Break                                                       |
| 11:50 – 12:50: | Working lunch with Faculty                                  |

**Day 2: DATE [Via Teams]**

|                |                                                                                |
|----------------|--------------------------------------------------------------------------------|
| 9:00 – 10:00:  | Meeting with Alumni and the Program Advisory Committee                         |
| 10:00 – 10:10: | Break                                                                          |
| 10:10 – 11:00: | Meeting with the Library Liaison and Faculty Advisor                           |
| 11:00 – 11:10: | Break                                                                          |
| 11:10 – 11:40: | Meeting with the Dean/Associate Dean                                           |
| 11:40 – 12:20: | Final Meeting with Program Chair                                               |
| 12:20 – 12:30: | Break                                                                          |
| 12:30 – 13:00: | External Review Team meeting to discuss findings and coordinate report writing |

\*All times are in Pacific Standard Time.

## Appendix F: Sample External Review Invite

Dear [name],

As part of KPU's mission to provide students with a high quality and highly relevant education, we are in the process of reviewing the [name of program] program. During the first phase of the review process, feedback has been collected from students, alumni, faculty, and discipline/sector representatives using surveys.

The next phase is a site visit on [Month Day, Year] when a panel of three experts will meet to talk to people with an interest in the program. The external review panel would like to meet with the [group name]. Your participation is important and will help to inform the program's plans going forward.

Kindly note that you can join the meeting either face-to-face on campus or remotely using either the link or the phone number provided below.

DATE:

Time

Location and Teams Meeting Link

Please let me know if you have any questions.

Kind regards,