Phase III: Use of Results

Overview of Phase III

You have now completed your Departmental Self-Study Report and received your Reviewers' Report. The goal of Phase III is to use this information to develop a multi-year Implementation Plan with strategic goals for improving departmental outcomes. Progress made towards these strategic goals will be part of your department's annual report.

Your next step is to use the Self-Study Report and the Reviewers' Report to develop a Post-Review Report with three sections. These are described in more detail in the next part of this document.

1. Status of Goals from Prior Implementation Plan
2. Summary of Strengths, Challenges, and Opportunities
3. Implementation Plan for the next five years

Share the final draft of your Post-Review Report with your dean and the Academic Assessment Council.

- Your dean will provide feedback about your entire Post-Review Report and help to ensure that your strategic goals align with the priorities of your Academic School.
- The Academic Assessment Council will provide feedback about your Implementation Plan including the measurable outcomes you put forth to ensure progress towards your goals. They will also help to disseminate the best practices that you and your reviewers have identified to other departments and programs on campus.

Once you revise your Post-Review Report with this feedback and it is approved by your dean, it is time to schedule the Provost Meeting, discussed in the last part of this document.

Post-Review Report Outline

1. Status of Goals from Prior Implementation Plan

List the goals your department outlined in your prior implementation plan and share the progress you made towards them since the beginning of the current Academic Program Review cycle.

If you did not have an Implementation Plan in your previous Self-Study Report, share any goals your department has been working towards and your progress towards them.

2. Strengths, Challenges, and Opportunities

Based on the insights you gained from your Departmental Self-Study and the Reviewers' Report, provide a bullet-point summary of your department's strengths, challenges, and opportunities. This helps to provide context for the strategic goals in your Implementation Plan. In particular, address:

- Examples of best practices your department has been implementing that have led to exemplary outcomes.
- Examples of challenges that you have faced or see on the horizon that affect your ability to have better outcomes.
- Examples of opportunities for your department over the next five years. These should be broadly construed and may include both internal and external factors.

3. Implementation Plan

Determine a list of 4-5 overarching Strategic Goals for the next Academic Program Review Cycle over the upcoming five years. Goals should be aligned with the mission of the Department, the mission of Queens College, and/or the Queens College Strategic Plan.

For each strategic goal identified, follow this structure:

- **Goal [Number]:** State your strategic goal.
- **Strategic Actions:** Detail the actions planned to achieve the goal.
- **Measurable Outcomes:** Specify the criteria that will indicate the extent to which the goal has been achieved.
- **Timeline and Responsible Party:** Include specific dates and the personnel responsible for each action.
- **Anticipated Costs:** Estimate the financial requirements for implementing the actions.

Provost Meeting

The Provost Meeting is a meeting with up to three representatives from the Department (including the Chair and the Self-Study Chair if different from the Chair), the Dean, the Provost, and a representative from the Space Committee. The department representatives share a short presentation about the department's strengths, challenges, and opportunities determined through the Self-Study Process, and their strategic goals for the coming Academic Program Review cycle. This provides the department representatives the opportunity to share their major roadblocks to improving outcomes with decision makers on campus who can affect change in those domains.

Action Items are allocated to the appropriate department / office / committee; these items are discussed at the unit's next meeting and a response is provided to the department within 60 days about its implementation timeline. The relevant department / office / committee follows up on the proposed Action Items at the end of the semester.

Within two weeks, the Provost completes the final sign-off of the Post-Review Report, signaling the end of this Academic Program Review Cycle and the start of the next Academic Program Review Cycle.