

Strategic Action Planning Guidance

Congratulations! You have completed the first three phases of program review: the self-study; the site visit; and the executive summary. These should have provided you with opportunities to reflect on the strengths of your program and possibilities for its improvement. Now it is time to take some of the lessons learned and transform them into achievable ambitions for your program(s) as expressed in a strategic action plan.

The action plan should not be a reactive statement. It should be *mission-driven, strengths-based, and forward-leaning*; grounded in a clear sense of shared purpose, addressing concerns that emerged during the review but not limited to them, and informed by your department's aspirations for the program during the next stage in its development.

The action plan template provided here is a model that you can change to meet your needs. Feel free to include more detail, add columns, split cells, and more, if it will help explain the plan to improve the department or program. Provide hyperlinks to other material of importance to your plan (e.g., websites, documents), but please try to keep the links current. Having appropriate hyperlinked materials in something like a shared Google drive may be helpful.

How to Complete the Template

Please reach out to the Associate Provost for Academic Effectiveness if you need assistance or guidance with any of the steps below. We are here to support you.

1. Start by including the mission statement (i.e., the present purpose) of the department/program.
2. Determine the department/program's strategic priorities (i.e., where you want to be in seven years). The length of the plan will normally be seven (7) years unless you have an accrediting body with a different review timeline.
3. Identify findings/recommendations from the Executive Summary that inform each strategic priority and any related goals. If the strategic priority or any of the goals are not directly implicated in the academic program review process, please identify the evidence or conditions that inform their status as a priority or goal.
4. For each priority, identify indicators (what success will look like for a particular priority).
5. Determine goals (specific aspects of that vision to be accomplished, whether large or small). For each goal, identify:
 - a. Determine if the goal addresses some aspect of program effectiveness, student learning outcomes, or both.
 - b. Related action items (concrete steps for achieving your goals).
 - c. Any resources that will be necessary to achieve your goals (new hires, equipment, sources of funding or expertise, assistance from other units, etc.).
 - d. Roles and responsibilities (the people performing the work to achieve the goal).
 - e. The targeted completion date for achieving each goal.

Action Planning Meeting

Upon completion of your draft plan, a meeting facilitated by the Associate Provost for Academic Effectiveness will take place where representatives of the department and college — faculty, department head/program coordinator, division chair, and dean — will discuss the plan. Generally, the academic program review faculty lead will present the plan's highlights and receive feedback from the dean, division chair, department head/program coordinator, and faculty colleagues. The aim is to achieve consensus about the proposal and receive the dean's signed approval of the plan itself.

Annual Updates

Each year, your faculty should revisit your approved action plan and provide a brief update on the progress made toward achieving each strategic priority; the action plan template provides space for doing so. What may have seemed important during program review may change over time and you should not hesitate to modify your priorities as new conditions emerge.

SAMPLE Strategic Priority:

Foster diversity, equity, and inclusion for students, staff, and faculty in the department.

SAMPLE Rationale:

Two different findings and recommendations inform this strategic priority. One is the lack of evidence that could be disaggregated according to race, identity, and other demographic characteristics. The total number of students with these characteristics of diversity was too low to examine disaggregated student learning outcome and program effectiveness data. Second, is the lack of diversity among intersecting demographic variables in our majors who are retained up to year 3.

SAMPLE Indicators:

We will use the department's diversity plan to measure progress; track annual census numbers from Institutional Research; engage in new DLO mapping; produce new videos; create a speaker spreadsheet; track attendance at events.

SAMPLE Goals and Action Items:

Note: the selection of examples provided below are all related to the above strategic priority, to give a sense of the variety of items departments may use in developing action items. This is not intended to be a comprehensive action plan.

	Goals	Action Items	Does the goal address program effectiveness or student learning outcomes?	Resource Implications	Roles and Responsibilities	Timeframe of Completion
1	Incorporate Diversity Learning Objectives (DLOs) and department's diversity statement into the curriculum	Monitor course syllabi to ensure they include the department's diversity statement.	both	Development of Department Diversity Plan	Faculty submit course syllabi and ASA collects and compiles them. Department's Diversity Committee chair institutes review.	Fall 2024
		Align PLOs with university DLOs; use revised PLOs to inform CLOs in courses where DEI-related knowledge, skills, and values are appropriately taught.	student learning outcomes	Assistance from OUDI, CLA Associate Dean for Diversity and Curriculum	Diversity committee initiates during curriculum CLO review	Fall 2024
		Track and promote diversity among guest speakers in classes.	both	Funds for speaker series	Faculty submit names and details of speakers on department spreadsheet, ASA maintains spreadsheet.	Ongoing – throughout each quarter

Please note: This Action Planning Guidance document was adapted from a document of the same name developed by Academic Programs and Planning at California Polytechnic State University, San Luis Obispo.

2	Increase the percentage of URM students by 1% a year for the next five years	Track number and percentage of URM students and post on department's Public Accountability website.	program effectiveness	Assistance from Institutional Research	Department's ASA compiles and posts data.	Annually, every Winter quarter following Fall census
3	Expand student participation in setting department's DEI priorities.	Recruit two students to serve one-year terms as student members of department's Diversity Committee.	program effectiveness	Incidentals to support student committees	Department chair and student PR team	Fall 2024
		Outline roles and responsibilities for student committee members.	program effectiveness	Continued development of Dept. Diversity Committee procedures.	Department Diversity Committee	