MEMORANDUM

**Office of the Provost
and Vice-Principal (Academic)**

To:	Faculty Deans
From:	Gavan Watson, Vice-Provost, Teaching and Learning
Copy:	Fahim Quadir, Vice-Provost and Dean, SGSPA
	Associate Deans, Teaching and Learning
Date:	February 13, 2025
Subject:	Changes to Cyclical Program Review processes

This memo outlines updates to the Cyclical Program Review (CPR) processes at Queen's. Our primary goal is to address challenges identified in the 2023–2024 Quality Council audit, particularly the need to ensure compliance with the mandated eight-year review cycle while streamlining timelines and reducing administrative workloads for all parties. It also intends to leverage the audit report to make the CPR processes seamless and more meaningful.

Self-Study Review Process
The Self-Study is currently the most labour-intensive, time-consuming part of the CPR process. Under the existing procedure, units complete a penultimate draft that is reviewed by Faculty Deans, the Vice-Provost and Dean of SGSPA, and my office, followed by a final review and sign-off process. This process often exceeds a year, adding oversight beyond what is required by the Quality Assurance Framework (QAF) and Queen's University Quality Assurance Processes (QUQAP), which require that the Decanal offices advise units in the preparation of Self-Studies and approve them before they are sent to external reviewers.

To reduce the workload for units and Decanal offices, and to shorten the completion time for Self-Studies, the revised process shifts ownership and accountability for the Self-Study more towards the unit undergoing review:

1. During CPR orientation, units will continue to receive the Self-Study template and its Companion Guide, as well as a newly developed criteria checklist (attached) that the Self-Study must meet to be deemed acceptable by the Provost's Office. Units will be encouraged to consult with Decanal offices for support during the writing process.
2. Once the Self-Study is complete, the unit (or, for non-departmentalized faculties, the Dean's office) will sign and submit it to my office.
3. My office will evaluate the Self-Study against the provided criteria and assign it to one of the following categories:
    a. **Meets all criteria:** The Self-Study is ready for the review team.
    b. **Meets most criteria:** Revisions are required before resubmission.
    c. **Meets some criteria:** Significant revisions are required, in consultation with Decanal offices.
4. Once the Self-Study is deemed to meet all criteria, it will be sent to the Faculty Dean's office and to the Vice-Provost and Dean, SGSPA, who will be given four weeks to flag any major concerns that will prevent the Self-Study being circulated to reviewers.
5. The Self-Study will be provided to the Dean's office for circulation to the review team.

Please see the attached graphic for a comparison of the current and updated Self-Study review processes.

Units currently working on penultimate drafts will be contacted directly and provided with the new procedure and review criteria. Units whose Self-Studies have already received feedback will follow the existing process to ensure continuity.

Final Assessment Reports and Implementation Plans (FAR/IPs)
The process for responding to Review Team Reports is also being updated. Currently, units, Dean's offices, and SGSPA each submit responses, which the Senate Cyclical Program Review Committee (SCPRC) uses to draft the FAR/IP.

To provide units and Deans with greater oversight and agency, my office will provide a template for the FAR/IP and circulate it, along with the Review Team Report, to units and Deans to complete and sign.

Additionally, department heads and Associate Deans will be invited to attend SCPRC meetings where the FAR/IP is discussed, enabling them to provide unit

context and answer follow-up questions. Once approved by SCPRC, the FAR/IP will be distributed to units, Dean's offices, and Senate for information.

Senate Cyclical Program Review Committee
To strengthen institutional input and efficiency, I will recommend to Senate that each Faculty Dean nominate a representative with CPR experience to SCPRC. These representatives will contribute to review of submitted FAR/IPs and ensure informed decision-making.

Thus, SCPRC's role will shift from authorship of FAR/IPs to oversight of implementation plans' suitability and timelines. This change will reduce the FAR/IP approval timeline, which currently spans two or more meetings, while maintaining oversight.

Updates to the Self-Study Template
Based on stakeholder feedback collected during preparations for the 2023–2024 audit, my office has streamlined the Self-Study template by removing repetitive questions, cumbersome tables, and overly complex phrasing. The updated template was shared during the June 2024 CPR Orientation, and I am happy to provide a copy upon request.

Colleagues, thank you for your continued support of the CPR process. These updates are designed to balance oversight, timeliness, and workload while maintaining the QUQAP's high standards and the university's commitment to continuous curricular improvement. We will monitor these changes to ensure they achieve their intended outcomes.