Many universities use Memorandums of Understanding (MOUs) to formalize an agreement between the Academic Unit and the Institution.  The Memorandum of Understanding is not required by WASC but is considered among "best practices" and an effective way to build mechanisms for accountability for the desired outcomes and time line.  The MOU is linked to future budgeting, planning and resource allocation as well as a program improvement time line.  The MOU contains two parts: (1) the action plan for the Academic Unit to improve the program with specific targets and (2) is a commitment from the University for additional resources.

The MOU is based on the program review findings and it identifies concrete ways the Academic Unit and University have agreed to improve the program and support for the program as well as clarifying expectations.  The MOU is an implementation plan for program improvement based on the recommendations and findings in the program review.  The MOU may take many different forms but should identify the following elements:

1.   A strategy for continual improvements and plan for implementing them
2.   Action steps with time lines for accomplishing change
3.   Accountable parties for desired results
4.   Identify measures to assess of revised learning outcomes
5.   Connecting future desired results to the allocation of resources and PLNU strategic plan

The MOU action plan should include an analysis of "gaps" in achieving the desired learning outcomes and what the faculty learned during the program review process.   This section should be solely focused on planning for desired program improvements.  The Self Study is not required to include specific program proposals but provides a development plan, time line, specific steps needed to form the foundation for future proposals. The Academic Unit's action plan focuses on building on the program's strengths and addressing gaps in desired performance.  The MOU action plan should include the following parts:

**Vision statement:**  Describe what the Academic Unit wants to achieve during the next five to seven years.  Address any changes to the Academic Unit vision, mission and core values that occur as a result of the program review process and Self Study.  This vision should guide the Academic Unit in its program improvements and enhancements.

**Immediate improvements using current resources:**  Describe the gaps between current and desired performance and specific actions the Academic Unit takes to improve the program.  This should include a specific implementation plan with target dates.  Discuss how current resources

will be reallocated to implement these action steps.  Summarize the Academic Unit's assessment plan to evaluate the changes.

**Longer term improvements requiring new resources:** Describe the gaps between current and desired performance and specific options the Academic Unit will take to close performance gaps that will require new resources.  Explain what additional resources are required for each specific action and how the Academic Unit envisions these new resources are generated.  Explain what specific new resources the Academic Unit is requesting from the University.  Provide a summary of the Academic Unit's assessment plan and how they evaluate the educational effectiveness of the changes.

The Academic Unit addresses all budgetary and institutional resource implications for the program improvements for the next five years.   The Academic Unit should work closely with the administrative staff, including Associate Vice President for Budgeting and Accounting, Associate Vice President for Admissions, Chief Information Officer, Office of Records, Provost's Council and others as needed to identify the budgetary implications.  A proposed budget and evidence of student demand for the program is to be included with all proposals.

The final section of the Self Study should include an analysis of "gaps" between the desired student learning outcomes and assessment of current performance the faculty learned about during the program review process.   This section should shift from analysis to planning for needed program improvements.  The Self Study is not required to include specific curricular proposals but should provide the rationale for any proposed changes and layout a development and implementation plan as the foundation for future proposals.

Describe the changes the Academic Unit is planning in order to address the gaps in performance.  Describe the rationale for the change based on the program review and the implementation plan including any additional or new resources required.

Be specific in the action plan:

1) Identify specific actions to close the gaps in current and desired performance,
2) Identify measureable goals or outcomes for specific actions
3) Identify measures to provide data on progress toward achieving the goal or outcomes
4) Describe data to be collected
5) Describe resources needed to achieve goals

| Quality Improvement Action Plan |
|:---:|
| Degree Name |
| Department Name |
| *(source: adapted from, California State University, Fresno)* |

**Vision, Purpose Statement, Core Values:** Enter any recommended changes and alignment with Institution.

**Specific actions to be taken to achieve desired change (in order of priority):**

➢ **Gap:** describe the gap in current performance and desired performance followed by action to be taken to improve performance (a single gap may involve more than one action).

➢ **Action 1**_____

       a.   Enter expected outcome and its alignment with the organizational goals and vision
       b.   Enter cost and resource implications
       c.   Enter source of funds/ resources
       d.   Enter benchmark and timeline for action
       e.   Enter communication path/ approval route for action # 1 to be implemented
       f.   Enter requirements and responsibility for implementation

➢ **Gap:** describe the gap in current performance and desired performance followed by action to be taken to improve performance (a single gap may involve more than one action).

➢ **Action 2**_____

       a.   Enter expected outcome and its alignment with the organizational goals and vision
       b.   Enter cost and resource implications
       c.   Enter source of funds/ resources
       d.   Enter benchmark and timeline for action
       e.   Enter communication path/ approval route for action # 1 to be implemented
       f.   Enter requirements and responsibility for implementation