

PROJECT POSTMORTEM REPORT EXAMPLE

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PROJECT TITLE

First Master's Program Cohort

MODERATOR

DATE PREPARED

Sally Smith

May 12th

PROJECT OVERVIEW

What were the original goals and objectives of the project?

To recruit and maintain 20 graduate students in the new master's level program.

What were the original criteria for project success?

To enroll 100 percent of our target cohort size and have a graduation rate of at least 80 percent.

Was the project completed according to the original expectation?

We enrolled 20 students, but the graduation rate was 70 percent, with 14 students completing the program.

Additional Comments

PROJECT HIGHLIGHTS

What were the major accomplishments?

Meeting our initial enrollment goal was a big accomplishment considering that this is a new program without an established reputation or significant word-of-mouth referrals.

What methods worked well?

Online marketing showed greatest returns, with 80 percent of students reporting that they found out about the program via our website and/or targeted search ads. The majority of students who enrolled also participated in introductory phone calls or in-person events.

What was found to be particularly useful for accomplishing the project?

Focusing resources on marketing, providing one-on-one information sessions with prospective students, soliciting feedback from students throughout the program.

Additional Comments

PROJECT CHALLENGES

What elements of the project went wrong?

Four of the students who left the program early complained of program issues related to disorganization, unclear communication, or feeling misled about expectations for the program. Two students left the program for either personal or financial reasons.

What specific processes need improvement?

This is a new program combining academic and experiential methods. These methods need to be communicated clearly to prospective students who may be accustomed to more traditional academic settings. Some communication gaps between faculty and staff resulted in last-minute schedule changes and other changes that impacted student experience.

How can these processes be improved in the future?

- Modify informational materials for prospective students to emphasize program methods and what to expect.
- Increase faculty and staff meetings.
- Communicate possible schedule changes to students in advance and provide detailed explanation for how changes will be handled.

What were the key problems areas (i.e., budgeting, scheduling, etc.)?

- Advance preparation for possible schedule changes or other issues.
- Inconsistent communication at different levels of the program.

List any technical challenges.

Additional Comments

POST-PROJECT TASKS / FUTURE CONSIDERATIONS

List any continuing development and maintenance objectives.

What actions still need to be completed, and who is responsible for completing them?

- John Doe will adjust marketing materials to reflect changes mentioned above.
- Alex Bee will provide training for recruiters to ensure certain talking points are covered in one-on-one sessions.
- Alice Smith will manage the meeting calendar and ensure that notes are distributed to all attendees.
- Bruce Jones will facilitate a program meeting to discuss organizational issues and goals for the program moving forward.

List any additional outstanding project items.

Additional Comments

PLANNING PHASE

LESSON LEARNED	ACHIEVED?	COMMENTS
The project plans and scheduling were well documented, complete with adequate structure and detail.	Y	
The project schedule contained all elements of the project.	Y	
The tasks were clearly defined.	Y	
The stakeholders had adequate input in the planning process.	Y	
The requirements were gathered and clearly documented.		
The criteria were clear for all phases of the project.		
Additional Comments		

EXECUTION

LESSON LEARNED	ACHIEVED?	COMMENTS
The project reached its original goals.	N	We achieved enrollment but had a high dropout rate.
Unexpected changes that occurred were of manageable frequency and intensity.	Mixed	These changes may have contributed to students leaving. Processes for managing change need to be streamlined and standardized.
Project baselines (i.e., time, scope, and cost) were thoughtfully managed.	Y	The budget planned for the possibility of low enrollment or retention.
Fundamental project management processes (i.e., risk and issue management) were efficient.	Y	
Project progress was tracked and reported in an accurate, organized manner.	Y	
Additional Comments		

HUMAN FACTORS

LESSON LEARNED	ACHIEVED?	COMMENTS
The project manager reported to the appropriate parties.	Y	
Project management was effective.	Mixed	
The project team was organized and adequately staffed.	—	Needs further review.
The project manager and team received proper training.	N	We now see gaps in training that will be provided to recruiters and academic counselors.
There was efficient communication among project team members.	N	See sections above for comments on improving communication.
Functional areas collaborated effectively.	Y	
Conflicting goals did not cause interdepartmental problems.	Y	This program is not in conflict with our other programs.
Additional Comments		

OVERALL

LESSON LEARNED	ACHIEVED?	COMMENTS
Original cost projections were accurate.	Y	
Student needs were met.	Mixed	When surveyed, most students recommended some improvement in program organization and communication. Students who chose to complete the program reported overall satisfaction with the information covered, academic rigor, etc.
Objectives of the program were met.	Mixed	
Objectives of the university were met.	Y	We successfully completed the first cohort and learned lessons that will help us continue to build the program.
Additional Comments		

PROJECT CLOSE ACCEPTANCE

PROJECT MANAGER NAME

DATE

PROJECT MANAGER SIGNATURE

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SPONSOR NAME

DATE

SPONSOR SIGNATURE

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