The attached report is a: ☐ Departmental/Unit Report  ☐ University Function Report

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The Self-Study will produce a clear, concise, single-spaced 10-15-page (maximum) narrative about the unit or function undergoing Administrative Support Unit review, to be submitted electronically. The narrative will be organized according to the following template, with sections supported by appendices where appropriate. Include the language of each question immediately before your response. Indicate by “N/A” questions not appropriate to your unit or function.

I. Structure, Mission and Functional Responsibilities
   A. 1. What is the unit’s organizational structure? To whom does the unit report? (Please provide an organizational chart.)
      2. What is the mission of the unit (and its subunits, if applicable)?
      3. Explain how the department’s mission supports the present missions and strategic plans of the division and the university.
      4. How is the mission communicated to unit staff and constituents?

   B. List the functional responsibilities of the unit. Note which of these are core functions. Is the structure of the unit appropriate to meeting the unit’s functional responsibilities?

II. Services or Products Provided
   A. What services/products does the unit provide? (Please list these by functional responsibilities.)

   B. 1. Who are the unit’s customers? Consider also secondary customers and those supported by your products or services such as faculty, department heads, and administrators.
      2. How does the unit learn about the customers’ needs and obtain ongoing feedback regarding products and service delivery?
      3. From your customers’ perspective, how well does your unit understand and meet their needs? In this section discuss pertinent results from your customer feedback.
      4. How does the unit make potential customers aware of available services and products (what the unit offers)?
      5. Are there services or products that clients need or request which the unit cannot provide? If so, please describe those services or products and discuss the feasibility of providing them.
C. 1. How are services prioritized and scheduled, and by whom?
   2. Do any laws, regulations, or other requirements external to the university impact the provision of services/products? If so, please identify.
   3. How does the unit make its customers aware of its priorities, policies, and procedures (how the unit operates)?

Required Appendix: Summary of results from customer feedback data (e.g., surveys and/or focus groups). These data should cover both actual and potential customers and should be designed to fit the specific needs of the unit under review.

III. Unit Outcomes and Accomplishments

A. 1. What are the unit’s current Intended Outcomes?
   2. Explain how they relate to the defined mission and functional responsibilities of the unit. Do current Intended Outcomes cover all of the unit’s core functional responsibilities? If not, please explain.
   3. How were these Intended Outcomes developed and how were they communicated to staff and constituents?

B. 1. What indicators does the unit use to measure its performance on intended outcomes (Effectiveness Indicators)?
   2. Describe what actions the unit has taken to improve performance based upon its analysis of the data collected on the effectiveness indicators. (Include any current strategies, goals, and objectives developed to improve performance.)
   3. What are the unit’s most notable accomplishments for the past three years

Required Appendix: Unit’s Annual Reports for the past 3 years.

IV. Organization and Climate

A. 1. For any services/products provided by the unit in conjunction with other units within the university, please describe the relationship.
   2. How is the work coordinated between or among units?
   3. How can such relations be facilitated?

B. Are duplicate or parallel services offered within the unit or elsewhere in the university? Describe any potential or apparent overlap and discuss what changes might be indicated (e.g., centralization, coordination, elimination of duplication).

C. 1. What are the unit’s (1) planning, (2) decision-making, and (3) individual and (4) unit performance evaluation processes?
   2. Who is involved in each?
3. How does the reward structure within the unit (including recognition, promotion, and merit salary increases) support unit performance?

D. 1. How are individual and unit work responsibilities and expectations determined?
   2. How are they communicated to the employees of the department?

E. 1. Please describe the general morale, attitude, and culture of the Unit. (Note: If detailed explanations of employee survey data are required, please include this discussion in the appendix.)
   2. What measures are taken to ensure that the unit is appropriately sensitive to the cultural backgrounds of staff and customers?

**Required Appendix**: Summary results of employee survey.

V. Resources

A. 1. Provide a budget allocation and expenditure summary for the past three fiscal years, using the template provided below.

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2. Indicate how resources are spent on each of the core functional activities identified in Section I.B.
3. To what extent does the budget allocation and its utilization allow unit outcomes to be realized?
4. What is the decision-making process for the distribution of budget allocations within the unit?

B. 1. Describe the staff complement for the unit (and subunits, if appropriate).
   2. To what extent does the staff allocation and deployment allow the unit’s outcomes to be realized?
   3. How does the unit backup critical staff functions?
   4. Do employee skills match the unit’s foreseeable needs? (How is the need for skills determined? How is training and cross-training provided? How is the acquisition of new skills and knowledge encouraged?)

C. 1. What is the space, facilities, and technology allocation (describe the quantity and quality)?
   2. To what extent does the allocation and its utilization allow unit outcomes to be realized?

D. 1. What changes could be made to produce greater efficiencies or economies of scale (e.g., reduction, modification, or elimination of paperwork; structural reorganization)?
   2. What constraints (e.g., resources, personnel, technology) must the unit address to achieve these?

VI. Peer Comparisons

A. If appropriate and available, please provide data to indicate how the unit compares with similar units at peer institutions (e.g., Urban 13+, BOR peer institutions) in terms of structure, responsibilities, # of employees, and budget? Information from the unit’s professional organization can be used in lieu of selected peer institutions. If comparisons are not appropriate or if data are not available, please explain why not.

B. Analyze the differences and similarities between your operations and those of your peer institutions (if applicable).

VII. Summary of Report and Strategic Directions

A. 1. Overall, what are the unit’s greatest strengths?
   2. How can the unit leverage the strengths that already exist?
   3. Can the strengths be improved upon?

B. Describe any changes or modifications that would improve your unit’s effectiveness. (Please include corrective activities as well as quality or service improvements).
1. What, if any, changes are indicated in the unit’s current mission and functional responsibilities (Section I)
2. What, if any, changes are indicated in the services/products provided to clients by the unit? (Section II)
3. What, if any, changes are indicated in the unit’s intended outcomes and effectiveness indicators? (Section III)
4. What, if any, changes are indicated in the unit’s organizational structure, processes, and climate? (Section IV)
5. What, if any changes are indicated in the unit’s resources (budget, space, staffing, technology, etc.)? (Section V)

C. Using the format given below, please recommend 1-, 3-, and 5-year goals for your unit based on the information discussed in Section B above. (Consider appropriate time frames, priorities, and how progress will be quantifiably measured.)

**One-year goals**

Prioritized recommendation(s)    Measures of progress
1.                                      
2.                                      
   etc.

**Three-year goals**

Prioritized recommendation(s)    Measures of progress
1.                                      
2.                                      
   etc.

**Five-year goals**

Prioritized recommendation(s)    Measures of progress
1.                                      
2.                                      
   etc.

Approved November, 2005