

Self-Study Instructions
for
Educational Support Unit Reviews
Brigham Young University

Fall 2005 Version

Office of Planning and Assessment

Table of Contents

Educational Support unit self-study document instructions	3
Executive Summary.....	3
Mission and Goals	3
Stewardships and Structure within the Unit.....	4
Services and Processes	5
Assessment and Evaluation - Including Performance Indicators.....	5
Facilities and resources.....	6
List of appendices.....	6
Appendix A: Example Self-Study Cover Page.....	7
Appendix B: Example of Table 1.....	8
Appendix C: List of Required Appendices.....	9

Educational Support Unit Self-Study Document Instructions

You may write the document using any program with which you feel comfortable. We can accept files in Word, WordPerfect, Acrobat, etc. on PC or Macintosh platforms. Once finished, you may simply email a copy of the report to the Office of Planning and Assessment at the following email address: aaunitreview@byu.edu. The report will be distributed by Planning and Assessment to the external and internal reviewers, and other BYU administrators. The self-study document should be about 20 - 30 pages long, not including tables, figures, graphs, appendices and attachments. The self-study document begins with a cover page (see Appendix A for an example) and contains the following sections.

I. Executive Summary

Provide a 2-3 page executive summary that presents in a concise fashion the most significant issues found in the strategic reflection and planning experience by unit personnel. Limit this summary only to issues that are elaborated upon in the body of the self-study document.

II. Mission and Goals

Present a concise (approximately 2,400 words¹) overview of your unit's plans for the next 5 to 10 years.

This section of the document should focus on the following:

- Present important historical and contemporary aspects of the unit that facilitate understanding of the unit's future goals. Include a unit organizational chart. This should occupy no more than one-fourth (approximately 600 words, or 1-2 pages) of this section.
- Discuss the unit's mission and objectives and how they relate to BYU's mission, Aims, & objectives including the alignment between BYU's mission and the unit's mission.
- Describe and analyze how the unit supports teaching, learning and scholarly purposes of the University, builds relationships with the University's key stakeholders and supports other academic and support units.
- Describe and analyze the salient elements of the long-term goals guiding the unit's next 5 to 10 years of all relevant unit-level activities.
- Explore societal and university trends that are central and important to the future of the unit.
- Discuss recommendations from the most recent unit review and changes implemented or in process for each one.

Complete the required table² and appendices³ for this section (reference to, and perhaps discussion of, the appendices should be made in the narrative of the section):

¹ The general rule of thumb is that the self-study document will be printed in 12-point Times Roman font, single-spaced. With these guidelines there would be about 400 words on an average page without any tables or figures.

² The required table must be presented in the body of the report.

- Required table:
 - Table 1: Alignment of the unit’s mission/vision/goals with BYU’s mission, Aims, and objectives.
- Required appendices:
 - Appendix A. Organizational chart of your unit’s administrative structure.
 - Appendix B. Summary (or complete report) of the most recent unit self-study (including internal team final report). A summary should account for all of the strengths, issues and challenges, and recommendations in the complete report.

III. Stewardships and Structure within the Unit

Write no more than 2,000 words.

A. Leadership

- Describe and analyze how senior leaders within the organization set, communicate, and deploy organizational missions, core values, and performance expectations.
- Explain how senior leaders set direction and address current and future opportunities for this unit.
- Describe and analyze how senior leaders review organizational performance and capabilities to assess organizational health, performance relative to comparable organizations and key benchmarks, and progress relative to performance goals and changing organizational needs.
- Include key performance measures regularly reviewed by senior leaders.

B. Organization and Staff

- Describe and analyze the unit’s organization and staff and staff appointments (full and part-time, and student employees) and their roles and responsibilities.
- Include brief copies of unit leader and professional staff vita including certification and/or licensing in relevant professional organizations and government agencies as Appendix C.
- Describe and analyze personnel training and how the unit is developing future leaders.

C. Work and Job Design

- Describe and analyze how the unit maintains a work environment and staff support climate that contributes to the wellbeing, satisfaction, and motivation of all staff.
- Describe and analyze how the unit’s work and job design, compensation, career progression, and related work force practices (including the staff performance management system) enable the staff to achieve high performance.
- Required appendices:

³ Tables and figures scheduled as appendices in the unit self-study document can be presented in the body of the report, at the discretion of the unit. If kept as an appendix the self-study document should refer to the content of the appendix in the body of the text.

- Appendix C. Copies of unit leader and professional staff vitas including certification and/or licensure in relevant professional organizations and government agencies.

IV. Services and Processes

Write no more than 4,000 words.

- List the programs (services) this unit offers and the recipients of these services.
- Describe and analyze how this unit determines short- and long-term requirements, expectations, and preferences of service recipients to ensure the relevance of current services and to develop new services.
- Describe and analyze how this unit determines the satisfaction of students and other service recipients.
- Describe and analyze how the unit monitors utilization of services and facilities. How does the unit learn from former, current, and future users to determine and anticipate changing needs and expectations?
- Describe and analyze the complaint management process.

A. Relationships with other units

- Describe and analyze how your organization manages its key partnering processes associated with the services it provides.
 1. To which on-campus academic and educational support units does this unit have close ties, and to which of these units does it provide service?
 2. Do this unit's programs overlap with other academic or educational support units on campus?
 3. What ties does this unit have to similar units in the local community?
 4. What ties does this unit have to other universities or systems outside the University?
- Describe and analyze how this unit partners with regional or national professional or accrediting bodies.
- List any credentialing and/or accrediting bodies and describe any plans to discontinue affiliation/accreditation or to gain affiliation/accreditation.
- Describe and analyze any assessment or review procedures conducted by regional or national accrediting organizations.

V. Assessment and Evaluation - Including Performance Indicators

Write no more than 2,400 words.

- Describe and analyze how the unit measures its performance and improvement.
- Describe and analyze the unit's strategic planning process, including the steps taken to consider new educational and service development opportunities, resource needs, and staff capabilities.
- List the key participants who are involved in long-term and short-term planning.
- Describe and analyze how relevant data and information (e.g., student and stakeholder needs, budgetary needs, staff capabilities and needs, other resource needs) are gathered

and analyzed.

- Describe and analyze how long-term strategic plans and short-term action plans are communicated and deployed outside and within the unit.
- Describe and analyze how the unit provides effective performance measurement systems for understanding, aligning, and improving performance at all levels and in all parts of the organization.
- Describe and analyze how the unit addresses the major components of performance indicators including measures of (1) Quality/Effectiveness, (2) Productivity, (3) Efficiency/Cost, and (4) Stakeholder Satisfaction.
- In your description of the measurement of organizational performance include how you address the following major components of a performance measurement system:
 1. Selection of measures/indicators
 2. Completeness of the data in tracking overall performance
 3. Extent and effectiveness of key comparative data from within and outside the University (benchmarks)
 4. Data reliability, validity, and confidentiality
 5. Cost/financial understanding of improvement options
 6. Projections of data to support planning
- Describe and analyze how the organization analyzes performance data and information to assess and understand overall organizational performance. Does analysis include trends, projections, and comparisons intended to support performance reviews and the setting of priorities for resource use?

VI. Facilities and Resources

Write no more than 1,200 words.

- Are facilities and resources appropriate?
- Describe the space used and administered by this unit and evaluate the adequacy of this space in terms of size, location, and accessibility or other key factors.
- Describe and evaluate the equipment and technology available to this unit.
- How does this unit plan for and identify changing needs for facilities and resources?

A. Budget and Cost Effectiveness

- Summarize this unit's key budgetary and financial performance. Include measures such as cost per unit of service and program expenditures as a percent of the budget.
- Provide benchmark comparisons to other similar organizations locally or nationally.

VII. List of Appendices

- A. Organizational chart of the unit's administrative structure.
- B. The summary (or complete report) of the most recent unit self-study (including internal team final report). A summary should account for all of the strengths, issues and challenges, and recommendations in the complete report.
- C. Professional staff vita.

Appendix A
Example Self-Study Cover Page

Self-Study Document

of the

[Insert unit name]

This document has been prepared by the following members of the unit.

Date _____ [Name], Director

Date _____ [Name], [Title]

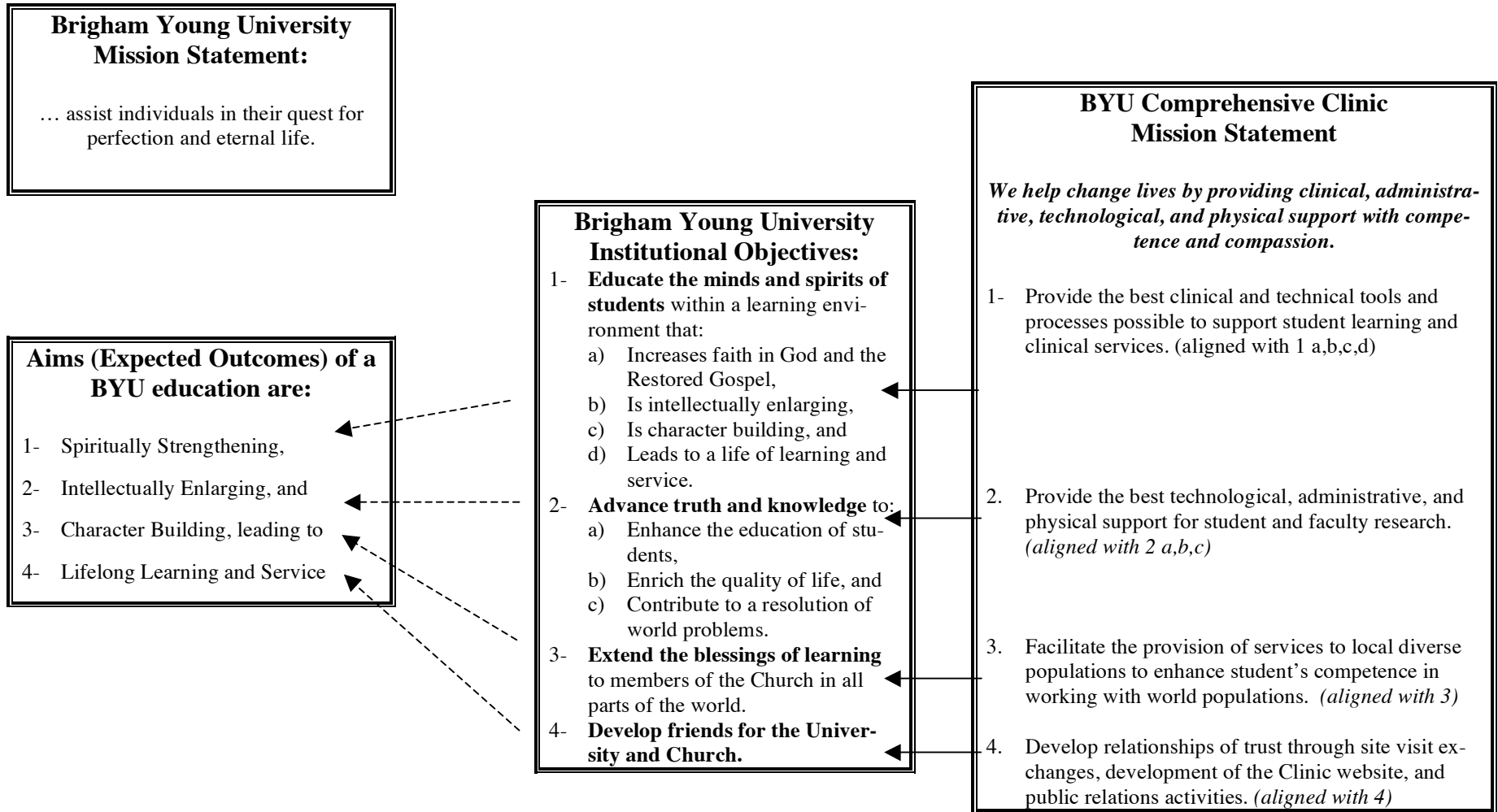
Date _____ [Name], [Title]

Date _____ [Name], [Title]

Some elements of this document have been included with the intention of satisfying accreditation requirements of
Northwest Association of Schools and Colleges and other accrediting bodies.
Document template has been provided by the
BYU Office of Planning and Assessment.

Appendix B Example of Table 1

Table 1
Comprehensive Clinic
Alignment of Mission, Aims, and Objectives



Appendix C

List of Required Appendices

- A. Organizational chart of the unit's administrative structure.
- B. The summary (or complete report) of the most recent unit self-study (including internal team final report). A summary should account for all of the strengths, issues and challenges, and recommendations in the complete report.
- C. Professional staff vita.