

**East Carolina University  
Program Review Guidelines for  
Administrative and Support Units**

*The following questions should be used as a guide in the formulation of the self-study. However, not all questions will be appropriate to all units. Please organize the self-study report according to the broad areas represented below.*

**I. Mission and Functional Responsibilities**

1. What is the mission of the unit (and its subunits, if applicable)? Is the mission consistent with the present mission and strategic plans of the division and the university? How is the mission communicated to unit staff and constituents?
2. What are the functional responsibilities of the unit, and to whom does the unit report?
3. How does the unit compare with similar units at peer institutions in terms of structure, responsibilities, size, and budget? Note: If additional institutions are used for comparison, what criteria were utilized to choose them?

**II. Goals and Objectives**

1. What are the unit's goals and objectives? Are they consistent with the defined mission and functional responsibilities of the unit? What is the unit's method of developing goals/objectives and communicating them to unit staff and constituents?
2. To what extent have the present goals and objectives been achieved? What are the unit's notable accomplishments? How is achievement measured? Does measurement include feedback from the providers and recipients of the service/ product?
3. Is the reward structure aligned with the unit's goals and objectives?

**III. Services Provided to Customers**

1. What services/products does the unit provide? To what groups/individuals are these provided: students? staff? faculty? alumni? others? How does the unit make potential customers aware of available services/products?

2. How are services prioritized and scheduled, and by whom? 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 customers aware of priorities, policies, and procedures?
4. How does the unit learn about customers' needs and obtain feedback regarding service delivery? How well are customers' needs defined and met?
5. Are there services/products that customers need which the unit cannot provide? What would the unit need to be able to provide these?

#### **IV. Structure, Organization, and Climate**

1. What is the unit's organizational structure? (Please provide an organizational chart.) Is this form of organization appropriate to meeting the unit's goals and objectives? Do all critical staff functions have a backup?
2. For any services/products provided by the unit in conjunction with other units within the university, please describe the relationship. How is the work coordinated between or among units? How can such relations be facilitated?
3. Are duplicate or parallel services offered within the unit or elsewhere in the University? Describe any overlap and discuss what changes might be indicated (e.g., centralization, coordination, elimination of duplication).
4. What are the unit's planning, decision-making, and evaluation processes? Who is involved in each?
5. Are work responsibilities clearly defined? How are these determined?
6. What are the general morale, attitude, and culture of the unit? What measures are taken to ensure that the unit is appropriately sensitive to the cultural backgrounds of staff and customers?

#### **V. Resources**

1. Provide a budget allocation and **expenditure summary for the past three fiscal years**. To what extent does the allocation and its utilization

allow unit goals and objectives to be realized? What is the decision-making process for the distribution of budget allocations?

2. What is the space and facilities allocation? To what extent does the allocation and its utilization allow unit goals and objectives to be realized?
3. Do employee skills match the unit's needs? Is additional training or cross training needed? If so, what kind? Is there a regular mechanism for providing training?
4. What changes could be made to produce greater efficiencies or economies of scale (e.g., reduction, modification, or elimination of paperwork; structural reorganization)? What constraints (e.g., resources, personnel, and technology) must the unit address to achieve these?

## **VI. Summary of Report and Strategic Directions**

1. Overall, what are the unit's greatest strengths? How can the unit leverage the strengths that already exist? Can the strengths be improved upon?
2. What areas need improvement, and what recommendations can address these?
  - A. What, if any, changes are indicated in the unit's current mission, goals, and objectives?
  - B. What, if any, changes are indicated in the ways that achievement is measured?
  - C. What, if any, changes are indicated in the services/products provided by the unit?
  - D. What, if any, changes are indicated in the unit's organizational structure, processes, and climate?
  - E. What, if any, changes are indicated in the unit's resources (budget, space, staffing, etc.)?
3. Review the recommendations derived from 2A-E above. What priorities among these areas should be set? What is a realistic timetable for the achievement of the recommendations (1-, 3-, 5-years)? Within each time frame, prioritize the recommendations. How does the unit plan to monitor progress? Note: For the purpose of addressing this question, a chart that utilizes the following headings will suffice.

**One-year goals**

Prioritized recommendation(s)

Measure(s) of progress

- 1.
- 2.
- Etc.

**Three-year goals**

Prioritized recommendation(s)

Measure(s) of progress

- 1.
- 2.
- Etc.

**Five-year goals**

Prioritized recommendation(s)

Measure(s) of progress

- 1.
- 2.
- Etc