Title: Administrative Unit Review Policy	Number: 2.17.0518.1
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RATIONALE

The H. Lavity Stoutt Community College is committed to providing excellent postsecondary education that serves the needs of students and the community. To ensure that the College is always making progress toward achieving this goal, all the College's departments and programs must engage in an ongoing assessment and improvement process. The Administrative Unit Review is a key component of this developmental process. This policy establishes the purpose and expected outcomes, frequency and selection criteria, scope, responsibility and participation, support, review of findings and recommendations, use of result, and procedures that guide the administrative unit review process.

DEFINITIONS

Administrative Unit Review: A systematic process of collecting, analyzing, and interpreting data to ensure the quality and relevance of student support, administrative services, and the efficient use of resources.

Administrative Units: All functions that are not subject of an instructional program review. These units currently include the following:

- Facilities, Buildings & Grounds Department
- Fiscal Services Department (including Fundraising & Grants Planning/Management
- Human Resources Department
- Information Technology Department
- Learning Resource Center (including the Bookstore)
- Office of Auditorium Events, Public relations, & Marketing (including Multimedia Services and Desktop Publishing)
- Office of the Dean of Arts, Sciences, & General Studies
- Office of Planning and Institutional Research
- Office of the President
- Office of the Registrar & Enrollment Management
- Office of the Vice President
- Student Success Center (including Health Services)
- Virgin Gorda Center
- Virgin Islands Studies Department

- Workforce Training Unit (including the Dean's Office, CPDCE, CMI, IPCD, & STCW)

POLICY

Purpose and Expected Outcomes

The purpose of the review is to ensure the continuous enhancement and improvement of administrative units in support of the College's mission by the collection, analysis, and interpretation of data concerning each administrative unit to enhance performance and efficiency.

As a result of engaging in the self-study review process, administrative units shall improve their performance in the following areas:

- Setting goals that are aligned with the College's mission, vision, and future directions
- Collecting and analyzing data on key performance indicators, unit goals, activities, and accomplishments, and identifying the unit's strengths and weaknesses, and areas for improvement
- Examining and documenting the effectiveness of the services they provide to the College's constituencies
- Utilizing data as rationale for resource allocations (including financial, human, technological, facilities, training and professional development) and other planning decisions
- Determining which functions of the unit to enhance, reduce, maintain, eliminate, outsource, reorganize, or study further
- Ensuring the unit's compliance with Middle States Commission on Higher Education accreditation standards

Frequency and Criteria Selection

All administrative units at the College shall be the subject of an administrative review once every five years. Based on available data and initial review, the President's Cabinet may recommend more frequent reviews if determined to be needed.

The criteria for the selection of units for review shall be based on such factors as the following:

- A request by the Cabinet Officer in charge of the unit
- The quality of customer satisfaction feedback regarding the unit
- The number and type of recommendations from prior reviews/reports
- The cost and benefits of operating the unit
- The importance of the unit to achieving college priorities

Scope of the Review

The Administrative Unit Review shall examine such factors as the programs and services offered by the unit; its organizational structure as well as the human, financial, and other resources needed to accomplish its goals; constituency satisfaction with the services it provides; and the collaborative relationships that support the delivery of the programs and services.

Responsibility and Participation

A Self-Study Team, chaired by the Unit Head, is responsible for conducting the unit review and producing a self-study report. All staff and/or faculty members within a unit are encouraged to participate in the review process. The Institutional Effectiveness Committee is responsible for reviewing the unit's self-study and evaluation report and making recommendations to the President's Cabinet.

Oversight and Technical Support

The Office of Planning and Institutional Research (PIR) will assist the unit's self-study team by providing orientation, guidance, and direction. In addition, PIR will assist the self-study team by preparing data templates and other research as necessary.

Review of Findings and Recommendations

The self-study report and the evaluation report will be reviewed by Institutional Effectiveness Committee and recommendations made to the President's Cabinet for submission to the Board of Governors for approval. These recommendations could determine which functions of the unit to enhance, reduce, maintain, eliminate, outsource, reorganize, or study further.

Use of Results

The administrative unit (represented by the unit head) will prepare a response that will address the issues that were raised and approved in the report from the Institutional Effectiveness Committee. The response should include an action plan that will guarantee the implementation of the recommendations from the administrative review. The action plan will include the timelines to achieve the required enhancements and improvements.

A progress report will be submitted to the President's Cabinet every year showing the status of implementing the approved recommendations from the review.

PROCEDURES

In May of each year, the Office of Planning and Institutional Research will assess and update the schedule of units to be reviewed in the following academic year. Units may delay the scheduled review process subject to the President's Cabinet approval. Once the revised schedule is approved by the President's Cabinet, the Office of Planning and Institutional Research will provide each unit under review with a description of the process and the writing guidelines.

Based on recommendations made by the Office of Planning and Institutional Research, the President's Cabinet may approve modifications to the Administrative Unit Review process and timeline.

There are three phases to the review process. Phase I results in a self-study report completed by the unit and submitted to the Office of Planning and Institutional Research for review and feedback. Phase II results first in an evaluation report completed by the unit and then a report of the findings and recommendations completed by the Institutional Effectiveness Committee. Phase III consists of an action plan prepared by the administrative unit (represented by the unit head).

Phase I: Preparing the Self-Study Report

Starting in July, each designated unit will assemble a Self-Study Team to conduct the unit review in accordance with the process and timeline adopted by the President's Cabinet. The Self-Study Team will be comprised of the following members:

- Unit Head (Chair)
- Two or more staff and/or faculty members from within the unit

All staff members within a unit are encouraged to participate in the Administrative Unit Review process.

The Office of Planning and Institutional Research (PIR) will assist the Self-Study Team by providing orientation, guidance, and direction. In addition, PIR will assist the Self-Study Team by preparing data templates and other research as necessary.

The Self-Study Team will produce a self-study report for the unit under review. The report requires the collection of documents, data, information, and materials necessary to provide a comprehensive description of the unit and how it functions to support the mission and strategic priorities of the college. Several standard elements should be included in the report (See Appendix A).

The Unit Head will submit the completed report in electronic form to the Office of Planning and Institutional Research for review and feedback with regards to thoroughness.

Phase II: Evaluating the Unit

On completion of the self-study report, the administrative unit will produce an evaluation report. Questions to guide the completion of the evaluation report appear in Appendix B. Recommendations for enhancing and improving the unit will be the final component of the evaluation report.

The Unit Head will submit the final self-study report and the completed evaluation report in electronic form to the Office of Planning an Institutional Research for distribution to the Institutional Effectiveness Committee (IEC). The IEC will consider the submissions prepared by the unit by first confirming the findings based on the evidence presented in the self-study report and then providing commendations and recommendations. The IEC's report to the President's Cabinet shall list the committee's findings using the following guidelines:

- All recommendations, and particularly those proposing significant change, should be justified and substantiated by the evidence in the self-study report
- In formulating the recommendations, the committee should be mindful of any resource constraints facing the institution
- The report should be balanced and reflect the positive achievements and practices (commendations) of the unit as well as identifying areas that require improvement (recommendations)
- Include time-frames for the implementation of recommendations

The Unit Head will be invited to give feedback on the committee's report before submission to the President. The President's Cabinet after reviewing the committee's report will submit their recommendations to the Board of Governors. These recommendations could determine which functions of the unit to enhance, reduce, maintain, eliminate, outsource, reorganize, or study further.

Phase III: Implementing and Following-Up

At this phase, the administrative unit (represented by the Unit Head) will prepare a response that will address the issues that were raised and approved in the committee's report. The response should include an action plan that will guarantee the implementation of the recommendations included in the committee's report and the Board of Governors decisions. The action plan will include the timelines to achieve the required enhancements and improvements.

When the review is completed, the President or his/her representatives will discuss the findings and the recommendations of the committee, and the unit's action plan with the unit's head. The strategies to ensure the timely implementation of the recommendations will be identified and communicated to the unit's staff.

It is expected that a progress report showing the timely implementation of the recommendations will be submitted to the President's Cabinet every year.

REFERENCES

Appendix A. Administrative Unit Review: Self-Study Questions
Appendix B. Administrative Unit Review: Evaluation Questions
Appendix C. Tasks and Timeline for Administrative Unit Review

APPENDIX A

ADMINISTRATIVE UNIT REVIEW: SELF-STUDY QUESTIONS

Several standard elements should be included in the self-study report. These elements are explained below with some guiding questions. Given the diverse range of administrative units, not every question will be equally relevant to each unit. As stated earlier, the goal of this review is to ensure continuous improvement throughout the College, at all levels, and to guide effective planning and decision making.

The review report will largely consist of:

1. Unit Overview
   This section should be brief (2-3 pages). It is meant to provide a broad understanding of the unit, current trends related to the unit's mission, and how the unit serves to meet the overall mission and/or vision of the College.
   a. The mission of the unit and its link to the College's mission, vision, and strategic priorities
   b. Progress since the last administrative unit review
   c. Current strengths, opportunities, and challenges

2. Staffing and Organizational Structure
   a. Describe the management and the staffing structure of the unit. How does that staffing structure impact the unit's ability to fulfill its mission and goals?
   b. What steps can be taken to improve the unit's organizational efficiency within its current budget?
   c. What changes in management and staff are needed to make this unit more effective?

3. Programs and Services
   a. What are the unit's primary service offerings?
   b. What is the demand for these services from other units on/off campus?
   c. How do these services support the unit's mission and vision?
   d. How do these services support the College's mission and vision?
   e. Is there any overlap or duplication of services and/or functions with other units within the College? If so, how could this be addressed?
   f. What measures are used for evaluating the unit's offerings?
   g. How are the unit's goals being assessed and used for continuous improvement? Describe the successes and difficulties the administrative unit has faced in relation to its assessment of its services.
   h. What strategies have been developed and used to improve delivery of support services by the unit?
   i. What are the unit's strengths and/or weaknesses in programs and services provided?
   j. What are the changes the unit needs to undertake to make its operations and services more effective?

4. Facilities, Technical Infrastructure, and other Resources
   a. How do the size, type and/or quality of the unit's current physical space affect the unit's ability to fulfill its mission and support its current offerings?
   b. Describe the information technology that is available to the unit and its effect on the unit's ability to fulfill its mission and support its services?

    c. Describe the adequacy of the unit's financial resources over the past five years. How efficiently does the unit manage those resources?

    d. Discuss any significant changes in the unit's facilities, technical infrastructure, or other resources in the past five years.

    e. In what ways can this unit continue to improve the quality of its services and operations within existing resources?

    f. What are the unit's projected needs in facilities, technology, or other resources, and how are these needs related to the goals of the unit?

5. **Student/Constituency Satisfaction**
    a. How do you determine and measure student/constituency satisfaction or dissatisfaction within your unit's performance?

    b. How have you used this information to make improvements in the unit's performance within the past five years?

    c. How would you rate your unit's visibility on campus? Are students/other constituencies fully aware of the services you provide?

    d. What are the unit's strengths and/or weaknesses in the areas of student/constituency satisfaction?

    e. What changes are needed to improve the unit's effectiveness in the areas of student/constituency satisfaction?

6. **Outreach and Collaboration**
    a. Describe the key collaborative relationships that your unit is involved in and explain how these partnerships strengthen its capacity to improve and advance the quality of services and programs provided, and enhance greater operational efficiencies for the unit.

    b. How effective is information flow from this unit to other units on campus? Identify any areas where difficulties in communication could be improved.

    c. How does your unit make data and information effectively and efficiently available to faculty/staff/students, and/or prospective students?

    d. What are the unit's strengths and weaknesses in outreach and collaboration?

    e. What changes in your outreach and collaboration are needed to make this unit more effective in accomplishing its mission?

    f. What changes in your outreach and collaboration are needed to make the college more effective in accomplishing its mission?

7. **Other information of significance to the unit**

APPENDIX B

ADMINISTRATIVE UNIT REVIEW: EVALUATION QUESTIONS

The following questions may be helpful to complete the evaluation report. However, given the diverse range of services provided by the administrative units at the College, not every question will be equally relevant to each unit. These questions include:

- Assess the health and vitality of the unit. What are its strengths and weaknesses?
- How is the unit fulfilling its mission? How should its goals be narrowed or broadened or be more relevant?

- Explain the adequacy of the budget, facilities, space, equipment, human resources, and other resources available to the unit. How do those resources contribute to the quality of services provided by the unit?
- How are the unit's goals and objectives aligned with the College's Priorities?
- Assess the capacity of the unit to meet likely future challenges related to its mission and objectives.
- Are the quality and qualifications of the administrative unit's management and leadership adequate for the future direction of the College?
- Are the relationship(s) with stakeholders, both internal and external to the College sufficient and effective in accomplishing the unit's mission and objectives?
- Is the timing of delivery and the targets of the services provided by the administrative unit realistic and appropriate? What are the areas that can be improved in that regard?
- Are the marketing and outreach strategies and activities of the administrative unit sufficient and appropriate in accomplishing its mission and goals? What are the areas of improvement?

APPENDIX C

TASKS AND TIMELINE FOR ADMINISTRATIVE UNIT REVIEW

Task	Person Responsible	Deadline to Complete Task
Identify units subject to administrative review during the academic year	PIR Director	June 1
Appointment of Self-Study Team	Unit Head	July 1
Completion of Self-Study Report	Unit Head	December 1
Submission of Self-Study Report to PIR Office	Unit Head	December 15
Completion of the Evaluation Report	Unit Head	January 30
Submission of the Self-Study Report and the Evaluation Report to PIR	Unit Head	January 31
Submission of the Self-Study Report and the Evaluation Report to IEC	PIR Director	February 7
Completion of IEC Report	IEC Chair	March 15
Unit Head Feedback	Unit Head	1 week from receiving report
Submission of IEC Report to the President	IEC Chair	March 30
Submission of recommendations from the President's Cabinet to the Board of Governors	President	April 30
Decisions of the Board of Governors communicated to relevant parties	President	May 20
Develop an action plan	Unit head	June 30
Implementation of recommendations and progress reports	Unit Head	Periodic