Self-Study Report (SSR)

for

<<Unit Name>>

Administrative Unit Review (AUR)

Cycle 3

(2022-2027)

Spring/Fall_20XX

Qatar University	
Department Name	
Director's Name and email	
SSR Coordinator from the unit*	
Report Prepared by**	
Date of Submission	Click or tap to enter a date.

Confidential: The template and the information supplied in this Self-Study Report is for the confidential use of Qatar University and shall not be disclosed without authorization of the University.

* Person in charge for communication at Institutional Excellence within Strategy and Performance Department, if different from the director of the unit. Please note that all communications would be directed to the Director.

** Mention the name(s) of person(s) involved in the preparation of this SSR.

If you have any questions, please contact:

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Self-Study Report

This template should be used without changing format or the placement of the sections. All items should be filled up to show the completeness of the self-study report for the unit.

Please note that the unit should report all the improvements to address the approved recommendations by the University Council from the reviews made in the previous cycle, if applicable.

General guidelines:

1. *Please answer the questions to complete the self-study report. **Note** that some questions might not be relevant to the unit; in such cases, please write **NOT APPLICABLE**, by providing the justifications.*
2. *Additional guidelines are given within "<..>". These guidelines should not be deleted from the report.*
3. *Please provide adequate data to support the write-up.*
4. *When necessary, tables and figures can be given in the landscape layout.*
5. *Table and figure numbers are to be recorded in order based on the section heading, for example Table A.1, Table A.2, Table B.1 and so on. The new tables, should be added in similar manner.*
6. *Please attach data and document as appendices, if required, for the relevant sections. Please provide the reference (to the sections say for example 'Appendix for Point 2 in Section B') in such appendices.*
7. *This report has to be completed and all documents must be included in the submission package (SSR and documents + data). Please **do not use any web links** in the document.*
8. *Please use the following format to write this SSR:*
   - *Font type: Calibri*
   - *Font size: 12*
   - *Font color: Black*
   - *Line spacing: 1.5 and Full Justification*

A. The establishment of the unit

1. **Provide a general description of the unit and mention when it was established. If there has been changes in the names since the establishment, please provide the year and month of such changes by listing them in chronological order.**

The current mission of the University is given below. State the most recent approved mission (and the date of approval) of the unit and show how the mission is aligned with the current university mission. (Please note that some phrases in QU mission may not be applicable to the unit).

<In case the unit does not have a mission, please refer to the mission of the unit's higher-level.>

The following is the current mission of the University:

"Qatar University is the national institution of higher education in Qatar. It provides high quality undergraduate and graduate programs that prepare competent graduates, destined to shape the future of Qatar. The university community has diverse and committed faculty who teach and conduct research, which addresses relevant local and regional challenges, advances knowledge, and contributes actively to addressing the needs and aspirations of society."

<Please write the mission statement of the unit below and please show alignment in Table A.1>

Table A.1: unit mission and its alignment with QU Mission

Unit Mission	QU Mission
	High Quality Programs to prepare competent graduates
	Faculty support for teaching and research (that addresses local and regional challenges, advances knowledge)
	University community support
	Addressing the needs and aspirations of the society

B. Strategic Plan, Risks and Earlier Reviews

1. **Provide, in the table below, information related to the strategic goals and objectives that have been assigned to the unit along with the key performance indicators for the current strategic planning cycle (2018-2023) and the achievement of the unit).**

   << Please provide unit's strategic plan and the achievement so far in the current cycle, refer to the strategic plan template attached>>

   Table B.1: Unit strategy and achievements

Strategic Goals	Strategic Objectives	Initiatives	Actions taken by the unit	Key Performance Indicators (KPI)	KPI Target	KPI Actual Target	Achievements of current planning cycle 2018-2023 (until now)

2. Provide the risk management activities adopted by the unit, if any. (Please provide the unit's risk register). Attached example template of risk register.

<Please provide unit's risk register that reflects all risk management activities, refer to the template attached>

Risk Register
Template.xlsm

3. **If the unit has been reviewed before (in the earlier cycle by this committee) or audited by another unit (or university authorized entity) in the University, list the recommendation made to the unit and the improvement the unit made to address the recommendations.**

<<Highlight the major achievements and challenges in implementing endorsed recommendations. Use the tables below to record the required information. Please identify the auditing unit in the first column.>>

Table B.2: Continuous improvement (Administrative unit Review (AUR) Recommendation of previous cycle)

Assessment based on observations					Subsequent update on status of improvement actions			
Audited by Administrative unit Review in the past cycle	Recommendations provided by the University Council	Specify the academic year when the recommendation was made	Action/Change (Planned action or change) that will be undertaken by the center to each recommendation	Target date by which the action will be taken	Actual action taken	When the actual action was taken	Results/findings after the action was taken	Current status of action (completed, in progress, not started, replaced)

Assessment based on observations					Subsequent update on status of improvement actions			
Audited by (e.g., Strategic Planning, Survey result, IEC recommendations, annual audit or any approved review/audit)	Recommendations provided	Specify the academic year when the recommendation was made	Action/Change (Planned action or change) that will be undertaken by the center to each recommendation	Target date by which the action will be taken	Actual action taken	When the actual action was taken	Results/findings after the action was taken	Current status of action (completed, in progress, not started, replaced)

Table B.3: Continuous improvement (of other assessment or audits)

C. Organizational Structure

1. **Provide the organizational structure of the unit that includes:**

     a. **Latest approved organizational chart including employee mapping.** *<<insert figure of current approved organizational chart >>*
     b. **Business Functions (scope of work) of the unit and that of each section in the unit**
     c. **Job Descriptions.**<<*in Appendix >>*

2. **Suggest any changes in management and staff that are needed in the unit, with justification, to make unit more effective?**

D. Assessment of Services and Business Processes

1. **List the services and related data as mentioned below.**

     a. **Primary services provided to the stakeholders by the unit**

     b. **Provide the business processes and service level agreements (SLAs) for each service provided by the unit (in flow charts that show the interactions among current functions, services, and personnel).** *<<Please provide the flow charts in Appendix.>>*

2. **Discuss Performance Measures**

     a. **Discuss the performance measures (such as time, cost, service type, and service efficiency) adopted for each service.**

     b. **Discuss the assessment methods (such as surveys, audits by the unit) used for measuring performance.**

     c. **Describe the successes and challenges of the unit to provide the service.**

     <<Attach the performance data in the appendix section.>>

3. **List the functions and services, which are essential to offer by the unit, but are not currently offered. Justify the write-up.**

4. **Is there any overlap or duplication of services and/or functions with other units within the University? If yes, please mention in below table each one of them and provide recommendations for addressing these overlaps and duplications.**

Table D.1: Service and Overlap with Other unit

Service of the unit that is overlapping with other unit in the University	The other unit in the University that provides the same or similar service	Recommendation by the unit to eliminate the duplication

5. **Provide information on the quality audit, such as (ISO) for the unit's work processes (if possible).**

6. **Provide benchmark of the unit in terms of process (number and type of processes done by the benchmarked organizations) and performance (outcomes achieved, for example, in terms of number of services per staff or per functions, trainings provided per year per staff, or any other benchmark ratio that is applicable).**

<Please describe the process and main outcomes of the unit benchmark and please provide the details on outcome of the Benchmark Study with takeaways for implementation in the unit as appendices>

E. **Facilities, Technical Infrastructure, and the Budget**

1. **What is the current size (space area), type (office type), location and quality of the unit's current physical space?**

2. **Describe any issue with the current office space, equipment or facilities provided to the unit.**

3. **Discuss any significant changes in the unit's facilities, technical infrastructure, or other resources made in the past three years. Please outline each of these changes and give the reasons for such changes.**

4. **What type of information systems does the unit use? Is the current information system enough for the operation of the unit? Please give details in table below.**

Table E.1: information system used in the unit

Information system used	Business functions supported	Remarks/Challenges

5. **Give the budget allocated per service or applicable category to the unit for the past three years and actual expenditures.** *<<Please attach the budget data as an appendix.>>*

6. **What are the unit's projected needs in terms of space, technology, information systems, facilities or other resources, and how are these projected needs related to the mission of the unit?**

   <<(Please prioritize starting with the most urgent and use benchmark data for justification).Identify the unit's projected needs as mentioned above and if possible, also provide in terms of needs per employee, or per student or per service, or as applicable.>>

F. Stakeholders' Satisfaction

1. **List the immediate stakeholders of the unit and the reason for treating them as unit's immediate stakeholders.**

   << Please fill the table below by listing all the major stakeholders as the persons, entities (like students), private or public institutions, both internal and external to QU. >>

Table F.1: stakeholder's identification

Stakeholders and their organizations (if applicable)	Contact information, for contact by the NUR Committee	Category: Internal (students, staff, faculty, centers, units, offices and colleges inside QU)/	Reasons for choosing them as the stakeholders

		External (Individuals or organizations external to QU)	
1.			
2.			
3.			
..			

2. **How does the unit measure stakeholders' satisfaction with the services provided by the unit?**

3. **What actions have the unit considered to improve the service and performance within the past three years in order to enhance stakeholders' satisfaction?**

4. **What changes (that are not mentioned earlier) are needed and how has the unit planned to improve its service effectiveness for increasing stakeholders' satisfaction?**

5. **What measures does the unit use to create visibility of the unit in the University and how does it ensure that the stakeholders are fully aware of the services provided by the unit?**

G. Outreach and Collaboration (if applicable)

1. **What are the unit outreach activities (internal and external to QU) that the unit has conducted, if any, in the past three years?**

2. **How have the outreach activities helped the unit to enhance the service provided by the unit?**

3. **What are the key collaborative relationships (inside and outside QU), if any, that the unit is involved in? Explain how these partnerships have strengthened the unit's capacity to improve and advance the quality of services and programs provided?**

4. **How effective is the flow of relevant information from this unit to collaborative partners? Identify areas where difficulties in communication could be improved, if any.**

5. **What changes are needed on outreach and collaboration to make the unit more effective?**

H. Strength, Weaknesses, Opportunities, Threats (SWOT) Analysis

1. **Provide the SWOT analysis for the different areas the unit is dealing with.**

Table H.1: SWOT Analysis

Internal Factors	
Strengths	**Weaknesses**
External Factors	
Opportunities	**Threats**

2. **How has the unit used (or plan to use) the strengths to take advantage of the opportunities?**

3. How has the unit used (or plan to use) the strengths to reduce the threats?

4. What policies has the unit developed to overcome the weaknesses that are preventing the unit to take advantage of the identified opportunities?

5. How is the unit addressing (or planning to address) the weaknesses to avoid threats to the unit?

I. Conclusion and Recommendations

1. Please provide any other information of significance to the unit.

2. Provide overall recommendations that the unit want AUR committee to consider in their discussions and deliberations.

3. Give suggestions to enhance the self-study report of the unit (ideally, what else should be evaluated in the SSR in order to promote higher level of performance of the units in the University.

J. Appendices

Give names and associated section for each appendix document/tables.