

# APPENDIX J

## ORGANIZATIONAL PROFILE <sup>(6)</sup>

### Organizational Environment

1. What are the school's major educational programs and services?
2. What are the methods used to provide educational programs and services to students?
3. What are the school's stated purposes, vision, mission, and values? Describe the organizational culture?
4. What are the demographics of the faculty and staff profile? What are the categories and types of faculty and staff? What are the educational levels of employees? Does the school use contract employees and, if so, what are their roles. What special health and safety requirements are in place?
5. What are your major technologies, equipment, and facilities?
6. What is the regulatory environment under which the school operates? What are the mandated federal, state, and local standards, curricula programs, and assessments; occupational health and safety regulations; administrator and faculty certification requirements; and financial regulations?

### Organizational Relationships

7. Describe organization's governance system?
8. What are the reporting relationships between the governance board and school leaders?
9. What are the key student groups, stakeholder groups, and market segments?
10. What are student's and stakeholder's key expectations for programs and services? What are the differences in these requirements and expectations among student and stakeholder groups?

### Competitive Environment

11. What is the competitive position of the school?
12. What is your relative size and growth in the educational market?

13. What are the numbers and types of competitors for the organization?
14. What are the principal factors that determine success relative to the success of competitors?
15. What are the key changes taking place that effect the school's competitive situation?
16. What are your key available sources of comparative and competitive data from within the academic community?

#### Strategic Challenges

17. What are the key education and learning, operational, human resource, and community-related challenges?
18. What are the key strategic challenges associated with organizational sustainability?

#### Performance Improvement Systems

19. How do you maintain an overall focus on performance improvement, including organizational learning?
20. How do you achieve systematic evaluation and improvement of key processes?