



Date:

Unit:

Author:

Contributors:

Introduction (Criterion 1)

1. Briefly identify the nature of the document and the timeframe being addressed.
2. Briefly discuss the unit's mission and situate it within the mission of the university.
3. Review the previous self-study report and the departmental plan that emerged from it. Comment on the progress made toward each goal in that plan.

Service Area/Administrative Unit Description and Overview (Criterion 2)

1. Provide an organizational chart for your unit with a brief description of roles and responsibilities.
2. List your main constituency groups (e.g., prospective students, parents, students, faculty, staff, pastors, donors, etc.) and identify the activities or services provided and how you link to other units within the University.
3. Discuss your unit in light of changes in the industry over the past 5 years. Do your services and activities appear to be up-to-date?
4. Discuss your unit in light of parallel programs found in peer and aspirational institutions. (For the sake of the self-study, a unit may apply to their respective VP for permission to substitute a cohort member with one more appropriate from the unit's perspective.)
 - a. *MVNU's defined peer cohort members are:*
 - Trevecca Nazarene
 - Huntington University
 - Grace College
 - Spring Arbor University
 - Malone University
 - b. *MVNU's defined aspirational cohort members are:*
 - Anderson University
 - Messiah
 - Taylor University
 - Point Loma Nazarene University
 - Indiana Wesleyan University



Unit Effectiveness (Criterion 3)

1. What are the unit's objectives?
2. Present the metrics tracked to measure performance along with set targets.
3. Discuss the unit's success in achieving targets for each metric (in charts, tables, etc.), providing the most recent 5 years of results, as available.
4. Identify the actions that have been taken or will be taken to improve unit performance.

This analysis should take of the following form:

Unit Objectives	Metrics <i>Assessment Methodology</i>	Target	Summary of Major Findings	Actions Taken to Improve Unit Operations	Timeframe
	Method 1:		Findings Method 1:		
	Method 2:		Findings Method 2:		
	Etc.		Etc.		
	Method 1:		Findings Method 1:		
	Method 2:		Findings Method 2:		
	Etc.		Etc.		

5. Comment on important trends, conclusions, or insights drawn from the data over the 5-year span.
6. Are the metrics tracked by the unit sufficient and appropriate? Are there other resources or industry standards the unit should be using in developing its metrics?

Resources and Sustainability (Criterion 4)

1. **Staffing:** Reflect on the adequacy of the unit's staff as it relates to staffing levels and capacity. How do they compare to parallel programs and industry standards? Are the human resources sufficient to achieve the unit's objectives?
2. **Resources:** Reflect on the adequacy of the unit's facilities/materials/equipment. How do they compare to parallel programs and industry standards? Are the space allotment, facilities, and technological resources appropriate to the unit's responsibilities and external regulatory requirements?
3. **Budget:** Discuss the unit's budget trend over the past 5 years. What revenues are generated by the unit? What are the unit's costs? How have these changed over the past 5 years?
4. **Analysis:** Reflecting on the totality of the trend data and resource analysis, do you have sufficient resources to carry out your unit obligations? What changes (if any) are needed to support effective unit operations; what would enable the unit to be more effective, efficient, and productive? Provide a brief rationale for your response, highlighting where resources are sufficient and what additional resources are needed to sustain or improve unit quality.



Concluding Analysis (Criterion 5)

1. Prepare a brief assessment of your unit's strengths, weakness, opportunities and threats. Consider the major services you provide, as well as the relative strong and weak points in the general areas outlined below, as applicable. Please feel free to include your thoughts on any other areas you feel are relevant to the review.

- Talent and organizational structure
- Facilities, space, and equipment
- Technology
- Operational policies and procedures
- Budget and financial resources
- Risk management and safety
- Customer service

Are there emerging trends at MVNU, in your field/industry, or nationally/globally that will significantly impact your unit? How do you plan to respond?

2. Are there specific ways you expect your unit to grow in the next 3-5 years? If so, what changes are anticipated? Provide a rationale for your response.
3. Are there things you are doing today that you do not anticipate doing 3-5 years from now or that you think will require less emphasis? Provide a rationale for your response.

Action Plan (Criterion 6)

Based on the data and analysis developed above, articulate an action plan for improving the effectiveness and sustainability of the unit in light of its potential to contribute to the university mission. The action plan should be framed in terms of five years into the future, be clearly linked to the above analysis, be prioritized, and be broken down into concrete actionable steps. The action plan should articulate how action steps will be evaluated for effectiveness. How will we know when a step is completed and how will we determine the relative effectiveness of each step?

