



BETHEL COLLEGE ANNUAL RESEARCH REPORT

ACADEMIC YEAR 2017-2018

I. Introduction

A. Background/History of the Institution

Bethel Bible Institute (BBI) was founded by Dr. John Mannion in 1996 for the purpose of training missionaries and church leaders. Pastor Ron Johnson, who was a sectional presbyter with the Potomac District, assumed the presidency. By 1997, BBI was approved by the Potomac District of the Assemblies of God as a training institute to provide the educational requirements for credentialing ministers at the certification and licensing level with the Assemblies of God.

In 1998, Rev. Stuart Ross was appointed as director to lead the school for training pastors, evangelists, missionaries, Christian education workers, and lay ministers. Rev. Ross was instrumental in positioning the school for the training of Hampton Master's Commission students and local pastors. In 2002, Pastor Ron Johnson appointed Dr. Terry Minter as President of Bethel Bible Institute. Pastor Johnson and Dr. Minter envisioned a four-year college and began the transition from a Bible Institute into a college that awards both bachelor's and associate's degrees. In 2005, Bethel College was incorporated in the Commonwealth of Virginia as a non-profit corporation (501(c)(3)) and was authorized to operate as an in-state, non-profit college by Virginia. Also in 2005, The Association for Biblical Higher Education, an accrediting agency recognized by the U.S. Department of Education, granted applicant status to Bethel College, with candidacy status following in 2009, with institutional accreditation in 2013. Dr. Mark Wootton accepted the position of president in May 2017.

In 2006, Bethel College moved into a new facility with a new library and several new classrooms to be shared with Bethel Church.

B. Institutional Mission and Goals (Intentions)

Bethel College's institutional mission is summarized in one sentence: With a student first philosophy, Bethel College exists to cultivate the ministry call of Christian men and women to fulfill their destiny through sound Biblical education and leadership development. Bethel College provides exemplary postsecondary education from a biblical perspective by uniting comprehensive academic learning and practical ministry experience in order to prepare students spiritually, practically, and academically for professional and lay ministry. Therefore the programs of the college revolve around this aim. Because our focus is training men and women for lay and professional ministry, our educational requirements intentionally reflect a heavy concentration on biblical studies and ministry related courses. All students irrespective of the degree plan are required to take a core of courses related to Bible and ministry. In addition, both the two-year and four-year programs result in a degree in church ministries, with the four-year degree only offering concentrations in biblical studies, ministerial leadership, missions, worship and worshipping arts, and Christian counseling.

The institutional goals as displayed in the college catalog are:

1. Provide a sound biblical, theological, and hermeneutical competence, which prioritizes the authority of the Bible as the inspired Word of God and results in "rightly dividing" the biblical text with a renewal theology emphasis.

2. Provide a general education program that will equip students with the written and oral communication skills necessary to excel both in ministry and professional areas.

3. Provide a general education program which will equip students with quantitative and technological skills; develop a general understanding of natural science, social science, and the humanities from a Christian perspective; and give the students a view of their responsibility as Christian scholars in both the local and global community.

4. Prepare Christian men and women professionally for ministry. Be a leadership development and resource center for Bible believing churches and the community at large.

5. Provide academic support through computer facilities, library resources, and student support services to ensure quality instruction and a challenging academic environment.

6. Provide an environment that supports and encourages students in their personal, social, spiritual, and cultural development.

7. Develop students who are committed to a lifestyle of spiritual growth, fellowship, prayer, worship, and Christian service.

8. Develop students who demonstrate an understanding of a biblical worldview that integrates faith with learning.

9. Prepare students for successful personal and professional life by providing opportunities for them to develop a personal mission statement including Christian core values and ethics that will shape their vocational goals and lifestyle choices.

10. Train students to comprehend and communicate biblical and theological truth, and provide opportunities for students to participate in practical ministry within their respective communities.

11. Assess academic programs, academic support services, and institutional support services in a comprehensive systematic program that fosters continuous improvement.

12. Maintain efficient and effective administrative services and facilities to support all programs of the college.

13. Maintain sound financial management while focusing on programs and services vital to the mission of the college.

14. Optimize resources and generate revenue for programs through partnerships, donors, and grants.

This assessment plan focuses on measuring the college's effectiveness at accomplishing these fourteen institutional goals as well as program specific goals identified in the college catalog.

C. Process Employed for Development of the Assessment Plan

Bethel College's original assessment plan ran its five-year cycle from 2007 through 2012. The first year of this initial five-year assessment plan assessed various parameters across the programs and offices in an attempt to assess some processes that are considered integral for the operation of the college. The measurement tools were used to evaluate these college processes on a routine and repetitive scheme for improved effectiveness. The second through fifth year of this initial assessment plan measured these processes repetitively as well as reviewing the academic programs at the college.

For the second iteration of the assessment plan (the current five-year plan) Bethel College decided to focus on institutional and academic-program goals. Bethel College established a team of interested stakeholders to develop this second iteration assessment plan. The team was named the Bethel College Assessment and Strategy Team (BCAST) and was facilitated by the Executive Vice President of the college. The team first focused on the institutional goals and the development of measurements tools for each. Then program specific goals were reviewed to develop measurement tools for them. Operational behaviors that would exemplify goal accomplishment were developed for each, and with these operational behaviors in mind, measurement tools and performance indicators were brainstormed among the team. These operational behaviors, performance indicators and measurement tools were then organized into the following charts in this assessment plan. For each measurement tool, an implementation scheme was developed. The implementation schemes were then compiled into a listing of each task with responsible offices with dates and semesters to be implemented.

The assessment plan is divided into a five-year cycle with most goals having data collected and reviewed annually. There is also a longitudinal trend analysis requirement for many of the goals. At the end of each year in the month of June, the college should prepare an annual institutional research report which summarizes the assessments during that cycle year with the issues identified and those corrective actions taken and those corrective actions awaiting budget support. Changes considered significant enough to warrant immediate implementation are placed before the board in their August meeting so that budget adjustments can be made prior to the fall semester. Other recommended changes requiring budget

allocations are included in the proposed budget for the appropriate budget year in which implementation is projected.

D. Participants in the Development of the Assessment Plan

The participants included in the development of the original assessment plan included the Bethel College Assessment and Strategy Team and staff members. The Bethel College Assessment and Strategy Team consisted of representatives with education, business, and leadership expertise. While faculty and business representatives were consulted in the development of this second plan, staff played the prominent role in its development. The staff who assisted in developing this plan included the Registrar/Admissions Officer, the Student Affairs Officer, the Executive Vice President, and the President.

E. Process for Renewal of the Assessment Plan

This assessment plan is envisioned to be a dynamic plan that improves with use. During the cycle years of assessment, each measurement tool will be re-evaluated for effectiveness. If the measurement fails to yield the needed results, the failure will be acknowledged and new methods will be instituted. Necessary changes to the plan will be developed and implemented annually as needed. In addition, as the college grows in staff and programs this plan will be refined and redefined to satisfy the growing programs. So an important component of this plan is the continual reassessment of the plan itself to assure adequacy and improvement.

II. 2017-2018 Assessment

A. Process for 2017-2018 Assessment

Various measurement tools were used throughout the 2017-2018 academic year both in the fall and spring semesters. The data from these measurements were reviewed to determine if the college met the performance indicator. These results are displayed below with a roll-up of the improvements needed under the Conclusion section. Appendix 1 provides the action tasks needed with the estimate of resources, the designated responsible person, and the target date for completion of these improvements. Appendix 2 is a listing of expenditures keyed to the respective year's Annual Research Report.

Bethel College analyzed data gathered in the 2017-2018 assessment year to develop the 2017-2018 Research Report. Because of the loss of staff members over the year, the Executive Vice President took the lead in analyzing data and preparing this research report.

B. Executive Summary

Bethel College met the assessment plan performance indicators in several areas. One important area was in spiritual development, which the students' perceptions

of their spiritual development were higher than the national norm using the Spiritual Transformation Inventory (STI). This was the fifth year that Bethel College attempted to norm its spiritual development program against a national norm, with all years showing higher than national norm.

The second prominent area where Bethel College met or exceeded our performance indicators occurred in the area of students' perceptions of the academic and student services. The college used the Noel-Levitz Student Satisfaction Inventory (SSI) to assess student perceptions in these areas. The college was rated above the national norms in these areas once again. Since this is the sixth year that the college has used the SSI we are beginning to develop a longitudinal assessment to determine if perceptions are trending up or down. Our longitudinal assessment indicated we are remaining above the national norm in all areas.

In the past, Bethel College has had difficulty in finding the appropriate measurement tools for assessing the development of biblical worldview in our students. With the implementation of the Learning Outcomes Management Tools in our two learning platforms, Edvance360 and CampusSIS, we are using three of these outcomes to measure development of biblical worldview. With this year's measurements using these outcomes, the college seems to be on the track to meet our objectives in the development of biblical worldview.

There were some areas where the college did not meet our performance indicators. One was in the area of English skills and critical thinking skills. For the fourth year we used the Educational Testing Service Proficiency Tests focusing on writing and critical thinking skills. For the fourth year some of our graduates scored below the national norm in both critical thinking skills and in writing skills. We are continuing to emphasize some actions in the upcoming year that we anticipate will improve critical thinking skills and writing skills across our curriculum. We are also convening a committee to strategize on ways to improve this metric.

For a fourth year, we did not meet the performance indicator for biblical knowledge. While some met the national norm others did not. In 2016 we had instituted a Bible review course for graduates at the Associate and the Bachelor degrees and have instituted a requirement that students pass the Bible Knowledge Exam for graduation. We should begin to show results next year from this requirement.

This year for the third year in a row, Bethel College did not meet its goal for % of revenue generated from donations and grants. With the arrival of the new President in May 2017, the focus on fundraising was re-energized with new initiatives. However, the results have been disappointing and this remains an issue in this assessment. A new strategy is scheduled to be prepared.

Enrollment goals for the third year in a row have not been met. Bethel College last year developed a new Enrollment Management Plan and renewed an emphasis on enrollment strategies. However, the results have been disappointing and this

remains an issue in this assessment. A new Enrollment Management Plan is scheduled to be prepared.

In the 2018-2019 assessment year, Bethel College will complete the five year cycle on the current Five-Year Assessment Plan. The college will be instituting a new committee to strategize on developing a new Five-Year Assessment Plan. This plan will focus on streamlining and simplifying the assessment process and tools.

III. Assessment Details

Institutional Goals

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	FREQUENCY OF TREND ANALYSIS	RECOMMENDATIONS
<p>1. Provide a sound biblical, theological, and hermeneutical competence, which prioritizes the authority of the Bible as the inspired Word of God and results in "rightly dividing" the biblical text with a renewal theology emphasis.</p>	<p>Student has acquired biblical knowledge</p> <p>Student has a biblical worldview</p>	<p>ABHE Biblical Knowledge Test</p> <p>Program Objectives #2, #3, #5 in the Diploma Program as measured in Edvance360 & KanopySIS learning outcome management tools</p>	<p>Above national norm</p> <p>All student average 70% or above</p>	<p>1. Not Met. Two out of the five bachelor tested were below the National Norm. The one associate graduate was below the national norm. However, 60% (3 of 5) bachelor were above the national norm.</p> <p>2. Met. CampusSIS average – 86% and Edvance360 average – 84%</p>	<p>Not required this year</p> <p>Not required this year</p>	<p>1. Bethel College has already implemented a passing requirement of Bible exam for bachelor and associate graduation with the 2016 freshmen class</p>

Institutional Goals

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
<p>1. Provide a sound biblical, theological, and hermeneutical competence, which prioritizes the authority of the Bible as the inspired Word of God and results in "rightly dividing" the biblical text with a renewal theology emphasis.</p>	<p>1. Student has acquired biblical knowledge</p>	<p>ABHE Biblical Knowledge Test</p>	<p>Above national norm</p>	<p>1. Not Met. Two out of the six bachelor degree graduates tested above the National Norm. Two were borderline with the national norm. Two were far below the national norm. Four of the five associate graduates were above the national norm. The one associate graduate who was below the national norm had an academic accommodation in his file.</p>	<p>Not required this year</p>	<p>1. Bethel College has already implemented a passing requirement of Bible exam for bachelor and associate graduation with the 2016 freshmen class. Next year Bethel College should have some graduates who come in under this new requirement.</p>
	<p>2. Student has a biblical worldview</p>	<p>Program Objectives DIP02, DIP03, DIP05 in the Diploma Program, BIB03, BI03, MN09 in the Bachelor Program as measured in Edvance360 & CampusSIS learning outcome</p>	<p>All student average 70% or above</p>	<p>2. Met. CampusSIS average – 86% and Edvance360 average – 84%</p>	<p>Not required this year</p>	

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
		management tools				
2. Provide a general education program that will equip students with the written and oral communication skills necessary to excel both in ministry and professional areas.	Student demonstrates competence in written and oral communication skills	ETS Proficiency Profile	80% of students tested fall above national average	Not Met 33% of graduates for critical thinking (3 out of 10 Bachelor and 1 out of 4 Associate) was above the national average & 10% for writing (1 out of 6 Bachelor and 0 out of 4 Associate)	Not met in preceding 3 assessment years.	Need to re-assess our program for critical thinking and writing. Bethel College has already implemented an additional required writing course- Academic Writing for the Associate and Bachelor degrees for 2016 freshman class. Graduates next year should have completed this additional class. Need to continue to place additional emphasis on writing assignments in classes. Alumni Survey needs to address how well students are doing in graduate studies.

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
3. Provide a general education program which will equip students with quantitative and technological skills; develop a general understanding of natural science, social science, and the humanities from a Christian perspective; and give the students a view of their responsibility as Christian scholars in both the local and global community.	<p>Student has computer and math skills are adequate to be effective in ministry</p> <p>Student has a biblical worldview</p> <p>Student has a sense of his or her role in the secular community</p>	<p>Graduate Survey</p> <p>Program Objectives DIP02, DIP03, DIP05 in the Diploma Program, BIB03, BI03, MN09 in the Bachelor Program as measured in Edvance360 & CampusSIS learning outcome management tools</p> <p>Personal Mission Statement</p>	<p>4 on scale of 5</p> <p>All student average 70% or above</p> <p>100% of graduates have completed personal mission statement</p>	<p>1. Met Graduate Survey- 4.2</p> <p>Met CampusSIS average – 86% and Edvance360 average – 84%</p> <p>Met All students have completed the personal mission statement</p>	<p>Met in preceding three years</p> <p>Met in preceding three years</p> <p>With tracking performed with the Graduate Assessment Checklist this objective is being met</p>	
5. Provide academic support through faculty, curriculum, computer	Student demonstrates content mastery and critical thinking skills	ABHE Biblical Knowledge Test	Above national norm	1. Not Met. Two out of the six bachelor degree graduates tested above the National	Not required this year	Bethel College has already implemented a passing requirement of Bible exam for bachelor and associate

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
facilities, library resources, and student support services to ensure quality instruction and a challenging academic environment.		ETS Proficiency Profile	80% above national average	<p>Norm. Two were border line with the national norm. Two were far below the national norm. Four of the five associate graduates were above the national norm. The one associate graduate who was below the national norm had an academic accommodation in his file.</p> <p>Not Met 33% of graduates for critical thinking (3 out of 10 Bachelor and 1 out of 4 Associate) was above the national average & 10% for writing (1 out 6 Bachelor and 0 out of 4 Associate)</p>	Not met in preceding 3 assessment years.	<p>graduation with the 2016 freshmen class. Next year Bethel College should have some graduates who come in under this new requirement.</p> <p>Need to re-assess our program for critical thinking and writing. Bethel College has already implemented an additional required writing course- Academic Writing for the Associate and Bachelor degrees for 2016 freshman class. Graduates next year should have completed this additional class. Need</p>

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		Noel-Levitz Student Satisfaction Survey	Above norm of selected group	Met Above norm in Instructional Effectiveness Scale	Not required this year	to continue to place additional emphasis on writing assignments in classes. Alumni Survey needs to address how well students are doing in graduate studies.

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6. Provide an environment that supports and encourages students in their personal, social, spiritual, and cultural development.	Student demonstrates growth in social and spiritual development	Spiritual Transformation Inventory	No indicator for entry Above national norm And 80% of students demonstrate higher score than freshman score	Met Bethel College Seniors could not be scored this year because of low numbers. However, the scores for combined group of all students are in the thriving range. The group scores were higher than freshman scores except for one area: Connecting to Spiritual Practices. A drill down of this category demonstrated that freshmen scored higher in prayer frequency, spiritual practices, transformational suffering, spiritual openness, positive spiritual coping. This lower scoring in these areas for seniors could be their maturity.	Not the required year.	

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
7. Develop students who are committed to a lifestyle of spiritual growth, fellowship, prayer, worship, and Christian service.	Students demonstrate a passion for their faith and for Christian service	Noel-Levitz Student Satisfaction Survey	Above norm	Met Bethel College scored above national norms in all categories concerning student centeredness, concern for student, campus climate, campus life. Questions 75-77 and 80 and 82 also show 6 out 7.	This has been consistent over the past three years	
		Graduate Survey	90% of graduates indicate 4 on scale of 5	Met 4.7 on graduate survey	Bethel College has improved this year over last two years.	
		Faculty Survey of Graduating Students	80% of faculty indicate 4 on scale of 5	Met 100% were 4.5 or better on the Christian service question	Bethel College consistently scores higher on this measure.	

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
8. Develop students who demonstrate an understanding of a biblical worldview that integrates faith with learning.	Student has a biblical worldview	Program Objectives DIP02, DIP03, DIP05 in the Diploma Program, BIB03, BI03, MN09 in the Bachelor Program as measured in Edvance360 & CampusSIS learning outcome management tools	All student average 70% or above	Met CampusSIS average – 86% and Edvance360 average – 84%	Not required this year	
9. Prepare students for successful personal and professional life by providing opportunities for them to develop a personal mission statement including Christian core values and ethics that will shape their vocational goals and lifestyle choices.	Student has secured a position in the ministry field or been accepted to graduate school Student has prepared a personal mission statement	Alumni Survey Personal Mission Statement	70% respond with yes 100% have completed	Not Met Alumni Survey has not been sent out yet With tracking performed with the Graduate Assessment Checklist this objective is being met	Not required this year Not required this year	Need to send out Alumni Survey and update this measure.

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
10. Train students to comprehend and communicate biblical and theological truth, and provide opportunities for students to participate in practical ministry within their respective communities.	Students have participated in practical ministry opportunities	Christian Service, Practicum, and Internship Files	100% have completed	Not met. Some students will receive NCR for incomplete Christian Service	Not required this year	Revise advisors guidance to require briefing on Christian Service requirements at fall registration. In any event, all of these requirements are integrated into degree plans as requirement for graduation. So prior to graduation every student will have completed these requirements.
11. Assess academic programs, academic support services, and institutional support services in a comprehensive systematic program that fosters continuous improvement.	College has implemented a comprehensive assessment plan	Institutional Assessment Program	100% completed	Next academic year is the last year of the current assessment plan.	Not required this year	Need to convene an assessment committee to formulate a new assessment plan for the 2019-2020 academic year.

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
12. Maintain efficient and effective administrative services and facilities to support all programs of the college.	<p>Students have favorable perceptions of the administrative services and facilities</p> <p>Faculty have favorable perceptions of the administrative services and facilities</p>	<p>Noel-Levitz Student Satisfaction Survey (SSI)</p> <p>Faculty Survey</p>	<p>Above norm of selected group</p> <p>85% of faculty surveyed indicate 4 on scale of 5</p>	<p>Met SSI category of Service Excellence – Bethel College higher than norm</p> <p>Not Met Faculty Survey was not conducted.</p>	<p>Not required this year</p> <p>The last three this measurement has been met</p>	<p>Assure that the Faculty Survey be completed each year.</p>
13. Maintain sound financial management while focusing on programs and services vital to the mission of the college.	<p>Financial policies and practices are consistent with industry wide fiscal policies and processes</p>	<p>Audit</p>	<p>No material discrepancies</p>	<p>Met Audit did not indicate any material discrepancies.</p>	<p>This has been the case for the last several years.</p>	

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
14. Optimize resources and generate revenue for and through programs, partnerships, donors, and grants.	Financial resources are sufficient for sustainability	USDE Financial Ratio % of revenue generated from donations and grants	1.5 or above 1% increase annually	Met. USDE Ratio for FYE June 30 2018 is 1.5 Not met There was a 66% reduction in donations and grants	Bethel College has been at 1.5 or higher for the past several years. Not required this year	President needs to develop a plan to increase donations

Library Services

INSTITUTIONAL GOAL	OBJECTIVE	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	FREQUENCY OF TREND ANALYSIS	RECOMMENDATIONS
Provide academic support through faculty, curriculum, computer facilities, library resources, and student support services to ensure quality instruction and a challenging academic environment	Personal guidance demonstrates knowledge that is helpful, effective, and cordial	Library patron survey	4.0 or higher on pertinent question of survey	Met All responses indicate a 5.0 on questions 3 or 4	Not required this year	
	Customer service to assist patrons is provided when requested	Library patron survey	4.0 or higher on pertinent question of survey	Met All responses indicate 4 or 5 on question 2	Not required this year	
	Volunteers receive training in basic functions of the library to be prepared to assist patrons	Training post-test	Volunteers pass a training post-test with at least a 90%	Met No New volunteers this year	Not required this year	

INSTITUTIONAL GOAL	OBJECTIVE	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	FREQUENCY OF TREND ANALYSIS	RECOMMENDATIONS
Provide academic support through faculty, curriculum, computer facilities, library resources, and student support services to ensure quality instruction and a challenging academic environment	Collections are adequate to support student needs	Usage Analyses of library collection Review of Syllabi to assure assignments are given that would require usage of library resources	Usage percentages of resources demonstrate that students are using the resources provided by the library 75% of syllabi have assignments requiring resources from library	Met Print/electronic book transactions -482; electronic journals fulltext-2161; In-library use-247 This usage is at least 83% of the 2016 ABHE stats for modified 1 st Q. Not Met 61% of spring syllabi required assignments using library resources	Not required this year Not required this year	Re-emphasize writing across the curriculum program requiring use of library resources

Enrollment Management

ENROLLMENT MANAGEMENT GOALS	PERFORMANCE INDICATOR	MEASUREMENT TOOL	ISSUES/FINDINGS	RECOMMENDATIONS
1. Steadily increase freshman fulltime students	5% increase each year	Fall enrollment stats developed for ABHE reports for freshman fulltime students	Not Met Fall 2017 enrollment was down 31% from Fall 2016.	Bethel College has lost its recruiter and does not plan on filling the position until finances improve. Develop goals and strategy on recruiting
2. Steadily increase FTEs	5% increase each year	Fall enrollment stats developed for ABHE reports for FTEs	Not Met Fall 2017 FTEs were down 41% from Fall 2016	Bethel College has lost its recruiter and does not plan on filling the position until finances improve. Develop goals and strategy on recruiting
3. Retain degreed students	Maintain a total retention rate of 70% or higher for degree-seeking students Maintain a Graduation Rate Student (GRS) cohort 70% or higher	College specific data collected Data collected for IPEDS report	Met Retention Rate is 85% Not Met Graduation Rate IPEDS is 64%	Develop strategy to improve graduation rate

Program Specific – Biblical Studies – Annual Data Collection and Review with Trend Analysis 3rd Year
 No Biblical Studies Graduates....

Program Specific - Ministerial Leadership - Annual Data Collection and Review with Trend Analysis 3rd Year

Program Objectives	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
1. Be able to understand the spiritual and the practical dynamics of ministry	Practicum/Internship Programs	100% of graduates successfully completed	Met Practicum/Internship incorporated into degree plan	Not required this year	Edvance360 does not breakout the outcome competency by student so these Edvance360 averages include all students. Need to assure that all Edvance360 assignment grades are recorded into CampusSIS so that competencies for individual students can be determined Send out alumni survey and update this measurement tool
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-90% Edvance360-80%		
	Alumni Survey	85% of students surveyed rated 4 on a scale of 5 for this question on the survey	Not met Alumni survey has not been sent yet.	Not required this year	
2. Be able to grasp the biblical teaching concerning the nature and mission of the	2. Pre and post ABHE Biblical Knowledge test	2. 90% of students demonstrate a 20% increase from pre and post scores	Not met 2 of the 3 graduates (66%) had over 20% increase. The	Not required this year	Students matriculating in Fall 2016 have the requirement to pass

Program Objectives	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
Church	Edvance360 & KanopySIS Learning Outcome Management tools Graduate Survey	75% of students meet the learning outcomes linked to this objective Graduate indicates 4 on scale of 5 on survey	graduate population is very small so develop conclusions cautiously. Met 100% of students over 70% Edvance360-76% CampusSIS-89% Met All three indicated 5 out of 5	Not required this year Not required this year	the Bible exam as part of graduation requirements.
3. Be able to integrate ethical and Christian knowledge, skills, attitudes, and behavior into their practice of ministry	3. Practicum/Internship Programs Edvance360 & KanopySIS Learning Outcome Management tools Alumni Survey	100% of graduates successfully completed 75% of students meet the learning outcomes linked to this objective Alumni indicates 4 on scale of 5 on survey	Met Practicum/Internship incorporated into degree plan Met 100% of students over 70% CampusSIS-91% Edvance360-80% Not met Alumni survey has not been sent yet.	Not required this year Not required this year Not required this year	Send out alumni survey and update this measurement tool

Program Objectives	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
4. Be able to integrate theology with professional competency in the practice of ministry	Practicum/Internship Programs	100% of graduates successfully completed	Met Practicum/Internship incorporated into degree plan	Not required this year	Send out alumni survey and update this measurement tool
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-71% Edvance360-71%	Not required this year	
	Alumni Survey	Alumni indicates 4 on scale of 5 on survey	Not met Alumni survey has not been sent yet.	Not required this year	
5. Be able to demonstrate Christian leadership principles in various ministry positions	Practicum/Internship Programs	100% of graduates successfully completed	Met Practicum/Internship incorporated into degree plan	Not required this year	Send out alumni survey and update this measurement tool
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-71% Edvance360-71%	Not required this year	
	Alumni Survey	Alumni indicates 4 on scale of 5 on survey	Not met Alumni survey has not been sent yet.	Not required this year	

Program Objectives	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
6. Understand the fundamentals of pastoral care and counseling and be able to integrate them into their practical ministry setting	MIN 430 Pastoral Care and Counseling course	6a. Successful completion	Met All successfully completed MIN430	Not required this year	
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-94% Edvance360-62%- CampusSIS and Edvance360 average- 78%	Not required this year	
	Alumni Survey	Alumni indicates 4 on scale of 5 on survey	Not met Alumni survey has not been sent yet.	Not required this year	Send out alumni survey and update this measurement tool
7. Be able to compose and preach biblically sound, effective sermons	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-90% Edvance360-no data available because Homiletics not online for last 3 years	Not required this year	
	Alumni Survey	80% of alumni indicate 4 on scale of 5	Not met Alumni survey has not been sent yet.	Not required this year	Send out alumni survey and update this measurement tool
8. Develop a lifestyle of personal study of the Scriptures in order to grow spiritually	Spiritual Transformation Inventory	Above national norm	Met Spiritual Practical Frequency for Combined Group is in the 80's (thriving)	Not required this year	Need to get student's specific scores

Program Objectives	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
	Edvance360 & KanopySIS Learning Outcome Management tools Alumni Survey	75% of students meet the learning outcomes linked to this objective 80% of alumni indicate 4 on scale of 5	Met 100% of students over 70% CampusSIS-99% Edvance360-67%- CampusSIS and Edvance360 average- 83% Not met Alumni survey has not been sent yet.	Not required this year Not required this year	 Send out alumni survey and update this measurement tool
9. Be able to demonstrate administrative skills necessary for effective service in parachurch or other church-like organizations	Edvance360 & KanopySIS Learning Outcome Management tools Alumni Survey	75% of students meet the learning outcomes linked to this objective 80% of alumni indicate 4 on scale of 5	Met 100% of students over 70% CampusSIS-91% Edvance360-70%- Not met Alumni survey has not been sent yet.	Not required this year Not required this year	 Send out alumni survey and update this measurement tool
10. Be able to meet the educational requirements for Assemblies of God credentialing in ministry	Certification that courses required to meet Assemblies of God educational requirements are being offered	100% of educational requirements are offered at the college	Met 100% of requirements are offered at the college	Not required this year	
11. Be able to proclaim and contextualize the eternal truth of the Gospel in a constantly changing world	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-91% Edvance360-79%-	Not required this year	

Program Objectives	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
	Alumni Survey	80% of alumni indicate 4 on scale of 5	Not met Alumni survey has not been sent yet.	Not required this year	Send out alumni survey and update this measurement tool
12. Be able to develop a personal mission statement applying Scripture and ministry to their life	4. Personal mission statement on file in the student's records	100% of graduates have completed a Personal mission statement	Met 100% of graduates have a personal mission statement on file	Not required this year	
13. Be able to apply biblical principles that support spiritual, emotional, and relational health; personally and professionally	Spiritual Transformation Inventory	Above national norm	Met Spiritual Practical Frequency for Combined Group is in the 80's (thriving)	Not required this year	
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-91% Edvance360-79%	Not required this year	

Program Specific – Missions - Annual Data Collection and Review with Trend Analysis 4th Year
 No Missions Graduates....

Program Specific - Worship and Worshipping Arts - Annual Data Collection and Review with Trend Analysis 4th Year

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
1. Demonstrate a passionate lifestyle of worship	Spiritual Transformation Inventory	Above national norm	Met Connecting to God domain for combined group is in the 82 – thriving.	In the last three years only one year had Worship graduates. This measurement tool was met in that year.	Need to get student's specific scores
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-81% Edvance360 – no data	In the last three years only one year had Worship graduates. This measurement tool was met in that year.	
	Faculty Survey of Graduating Student	80% of faculty indicate 4 on a scale of 5	Not Met This question was not asked on the Faculty Survey of Graduating Students	In the last three years only one year had Worship graduates. This measurement tool was met in that year.	Need to assure this question is on future Faculty Survey of Graduating Students
2. Understand the biblical foundations for worship	ABHE Biblical Knowledge Test	Above national norm	Not Met National Norm – 61% Graduate 1 – 53% Graduate 2 – 60%	In the last three years only one year had Worship graduates. This measurement tool was not met in that year.	Students matriculating in Fall 2016 have the requirement to pass the Bible exam as part of graduation requirements.

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-no data Edvance360 – 77%	In the last three years only one year had Worship graduates. This measurement tool was met in that year.	
3. Demonstrate an ability to lead worship in a variety of church settings	Practicums and Internship Program	Successful completion	Met Practicum/Internship incorporated into degree plan	In the last three years only one year had Worship graduates. This measurement tool was met in that year.	Need to send out Alumni Survey and update this measurement tool
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-88% Edvance360 – 82%	In the last three years only one year had Worship graduates. This measurement tool was met in that year.	
	Alumni Survey	80% of alumni indicate 4 on a scale of 5	Not Met Alumni Survey not sent out yet	In the last three years only one year had Worship graduates. This measurement tool was not met in that year.	
4. Understand music fundamentals and demonstrate musical skills in musicianship	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-88%	In the last three years only one year had Worship graduates. This	

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
	Graduate Survey	80% of graduates indicate 4 on a scale of 5	Edvance360 – no data Not Met Graduate Survey did not include this question.	measurement tool was met in that year. In the last three years only one year had Worship graduates. This measurement tool was not met in that year because of the same issue of no question	Need to add question to Graduate Survey
	Faculty Survey of Graduating Student	80% of faculty indicate 4 on a scale of 5	Not Met Faculty Survey of Graduating Student did not have this question		Delete this measurement tool. This question should not be on the Faculty Survey of Graduating Student because most faculty would not have any exposure to this ability in the student.
5. Be able to provide leadership in a music or worship department in an local church setting	Edvance360 & KanopySIS Learning Outcome Management tools Alumni Survey	75% of students meet the learning outcomes linked to this objective 80% of alumni indicate 4 on a scale of 5	Met 100% of students over 70% CampusSIS-83% Edvance360 – 81% Not Met Alumni Survey not sent out yet	In the last three years only one year had Worship graduates. This measurement tool was met	Need to send out Alumni Survey and update this measurement tool
6. Be able to integrate	Practicums and	100% of students have	Met	In the last three	

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
worshipping arts into the worship experience	<p>Internship Program</p> <p>Edvance360 & KanopySIS Learning Outcome Management tools</p> <p>Alumni Survey</p>	<p>successful completion</p> <p>75% of students meet the learning outcomes linked to this objective</p> <p>80% of alumni indicate 4 on a scale of 5</p>	<p>Practicum/Internship incorporated into degree plan</p> <p>Met 100% of students over 70% CampusSIS-83% Edvance360 – no data</p> <p>Not Met Alumni Survey not sent out yet</p>	<p>years only one year had Worship graduates. This measurement tool was met in that year.</p> <p>In the last three years only one year had Worship graduates. This measurement tool was met in that year.</p>	<p>Need to send out Alumni Survey and update this measurement tool</p>
7. Be able to follow the lead of the Holy Spirit in worship and be able to recognize the operation of spiritual giftings in the worship service	<p>Edvance360 & KanopySIS Learning Outcome Management tools</p> <p>Alumni Survey</p>	<p>75% of students meet the learning outcomes linked to this objective</p> <p>80% of alumni indicate 4 on a scale of 5</p>	<p>Met 100% of students over 70% CampusSIS-81% Edvance360 – 85%</p> <p>Not Met Alumni Survey not sent out yet</p>	<p>In the last three years only one year had Worship graduates. This measurement tool was met in that year.</p>	<p>Need to send out Alumni Survey and update this measurement tool</p>

Ministry Formation Program - Annual Data Collection and Review with Trend Analysis 4th Year

Program Objectives	Behavior Evidences	Measurement Tool	Performance Indicator	Issues/Findings	Recommendations
1. Be capable of	1a. Students are able to	1a1. Supervisor	1a. These are	1a1. Not Met	1a1. Need to send

Program Objectives	Behavior Evidences	Measurement Tool	Performance Indicator	Issues/Findings	Recommendations
performing professional ministry functions at the introductory level	accomplish entry level ministry tasks	survey 1a2. Alumni survey	accomplished with minimal supervision	Alumni Survey not sent out yet 1a2. Not Met Supervisor Survey not sent out yet	out Alumni Survey and update this measurement tool 1a2. Need to send out Alumni Survey and update this measurement tool
	1b. Students are able to facilitate meetings	1b1. Supervisor survey 1b2. Alumni survey	1b. Meetings are conducted in order to accomplish stated objectives in a timely manner	1b1. Not Met Alumni Survey not sent out yet 1b2. Not Met Supervisor Survey not sent out yet	1b1. Need to send out Alumni Survey and update this measurement tool 1b2. Need to send out Alumni Survey and update this measurement tool
	1c. Students demonstrate professional interpersonal communication, both orally and written	1c1. Supervisor survey 1c2. Alumni survey	1c. Communication is clear, concise	1c1. Not Met Alumni Survey not sent out yet 1c2. Not Met Supervisor Survey not sent out yet	1c1. Need to send out Alumni Survey and update this measurement tool 1c2. Need to send out Alumni Survey and update this measurement tool
2. Have developed mentorship relationships with ministers actually engaged in the work of the ministry	2. Students are able to established a network for professional support to increase competence in a given field	2a2. Alumni survey	2. 80% of the graduates respond positively to a survey concerning support networks	2. Not Met Alumni Survey not sent out yet	2. Need to send out Alumni Survey and update this measurement tool

One-Year Diploma Program - Annual Data Collection and Review with Trend Analysis 5th Year
 No graduates in the Diploma Program

Two Year Associate Program - Annual Data Collection and Review with Trend Analysis 5th Year

Program Objectives	Measurement Tool	Performance Indicator	Issues/Findings	Trend Analysis	Recommendations
1. Be able to understand the spiritual and the practical dynamics of ministry	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students with available data were over 70% CampusSIS-81% Edvance360 – 65% CampusSIS & Edvance360 average-73%	Of the previous three years, two were not met with the last year being met. The trend is heading upward.	Need to send out Alumni Survey and update this measurement tool
	Practicum Programs	100% of graduates successfully completed	Met Practicum/Internship incorporated into degree plan	Of the previous three years, the last two were met while the first was not measured.	
	Alumni Survey	80% of students surveyed rated 4 on a scale of 5 for this question on the survey	2. Not Met Alumni Survey not sent out yet	Of the previous three years, the last two were met while the first was not measured.	
2. Be able to contextualize Scripture for daily Christian living	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students with available data were over 70% CampusSIS-no data Edvance360 – 82%	Of the previous three years, two were not met with the last year being met. The trend is heading upward.	
	Faculty Survey of Graduating Student	80% of faculty indicate 4 on scale of 5	Met 100% indicate 4 or 5 on a scale of 5	Of the previous three years, one was not met with the last two years being met. The trend is	

Program Objectives	Measurement Tool	Performance Indicator	Issues/Findings	Trend Analysis	Recommendations
	Graduating Student Survey	85% of graduates indicate 4 on scale of 5	Met 100% indicate 5 on a scale of 5	heading upward. Of the previous three years, with last year not being met, the previous year being met and the first year not being measured. The last year was one person who rated as 3, which seems more of an irregularity than a trend.	
3. Develop a lifestyle of personal study of the Scriptures in order to grow spiritually	Edvance360 & KanopySIS Learning Outcome Management tools Alumni Survey	75% of students meet the learning outcomes linked to this objective 85% of alumni indicate 4 on scale of 5	Met 100% of students with available data were over 70% CampusSIS-89% Edvance360 - no data Not Met Alumni Survey not sent out yet	Of the previous three years, with previous two years were not met, and the first year not being measured. This year indicates a trend upward. Of the previous three years, only one year was measured and this measurement tool was met.	Need to send out Alumni Survey and update this measurement tool
4. Be able to meet the educational requirements for Assemblies of God credentialing in ministry	Certification that courses required to meet Assemblies of God educational requirements are being offered	100% of educational requirements are offered at the college	Met Courses required for credentialing are being offered	Of the previous three years, all met this measurement tool	
5. Be able to demonstrate an	Edvance360 & KanopySIS	75% of students meet the learning	100% of students with available data were over		

Program Objectives	Measurement Tool	Performance Indicator	Issues/Findings	Trend Analysis	Recommendations
ability to comprehend and construct sound Christian theology	Learning Outcome Management tools	outcomes linked to this objective	70% CampusSIS-91% Edvance360 - 72%	Of the previous three years, with previous two years were met, and the first year not being measured. This year continues a trend of meeting the measure.	In any event, students matriculating in Fall 2016 have the requirement to pass the Bible exam as part of graduation requirements.
	ABHE Bible Knowledge Test	80% of students above the national norm	Met 5 of the 6 graduates were above the national norm. The one who was not was on a special academic accommodation.	Of the previous three years, all were not met. This year may indicate an upward move.	
6. Be able to demonstrate Christian leadership principles in various ministry positions	Practicum Program	100% of graduates successfully completed	Met Practicum/Internship incorporated into degree plan	Of the previous three years, the last two were met while the first was not measured.	Need to send out Alumni Survey and update this measurement tool
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students with available data were over 70% CampusSIS-91% Edvance360 - No data	Of the previous three years, the last two were met while the first was not measured.	
	Alumni Survey	80% Alumni indicates 4 on scale of 5 on survey	Not Met Alumni Survey not sent out yet	Of the previous three years, with previous two years were met, and the first year not being measured.	

Program Objectives	Measurement Tool	Performance Indicator	Issues/Findings	Trend Analysis	Recommendations
7. Be proficient in oral and written communication.	ETS Proficiency Profile Edvance360 & KanopySIS Learning Outcome Management tools	Par with national average 75% of students meet the learning outcomes linked to this objective	Not Met 0% of the Associates were at the national norm in writing and 25% in critical thinking Met 100% of students with available data were over 70% CampusSIS-71% Edvance360 – No data	Of the previous three years, none were met Of the previous three years, only one was met	Convene committee to assess this issue and proposed corrective actions
8. Have basic knowledge and proficiency in mathematics and a social science	Edvance360 & KanopySIS Learning Outcome Management tools MAT 115 and (PSY 200 or SOC 200) as certified by transcript review	75% of students meet the learning outcomes linked to this objective All student average of 70% or better	Met 100% of students with available data were over 70% CampusSIS-89% Edvance360 – 92% Met All student average for MAT115 is 88% and PSY is 92%	Of the previous three years, the last two were met while the first was not measured. Of the previous three years, the last two were met while the first was not met. The trend is upward.	
9. Have a basic knowledge in US history	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Not Met CampusSIS-no data Edvance360 – 68% Met All student average for HIS201 is 77% and	Of the previous three years, the last two were met while the first was not measured.	This year's measure is border line and last two years did meet. Re-examine next year.

Program Objectives	Measurement Tool	Performance Indicator	Issues/Findings	Trend Analysis	Recommendations
	HIS 201 and 202 as certified by transcript review	All student average of 70% or better	HIS202 is 79%	Of the previous three years, the most recent met while the remaining two did not meet. The trend is upward.	

IV. Conclusion – Actions Required

Assessment Plan Revisions

1. Re-evaluate assessment plan since the 2018-2019 cycle will complete the current five-year assessment cycle. Convene committee of stakeholders to develop the new five-year assessment plan.
2. Revise the Alumni Survey to add a question that asks if students feel they have received adequate written and critical thinking skills to perform in their work environment.
3. Assure that the Faculty Survey be completed each year. Include in spring Graduate Assessment Checklist.
4. Need to send out Alumni Survey and update the various components of the assessment plan with the results.
5. Need to send out Supervisor Survey to supervisors of alumni and update the various components of the assessment plan with the results.
6. Edvance360 does not breakout the outcome competency by student and can not per the developer. Therefore, need to assure that all Edvance360 assignment grades are recorded into CampusSIS so that competencies for individual students can be determined.
7. In order to compare freshman to senior results on the STI, need to get student's specific scores on the STI. Include this in the fall Graduate Assessment Checklist.
8. Revise Faculty Survey of Graduating Student and Graduating Student Survey for Worshipping Arts to include a question regarding the improvement of a demonstration of passionate lifestyle of worship since attending Bethel College
9. Delete from Graduating Student Survey for Worshipping Arts the question about understanding of music fundamentals and musical skills have improved since attending Bethel College and include it in the Graduating Student Survey
10. Remove requirement for Missions Portfolio for graduates in missions concentration.
11. Develop assessment program for Christian Counseling concentration

Policy Revisions

Revise advisors guidance to require briefing on Christian Service requirements at fall registration.

Student has Acquired Biblical Knowledge

1. Some graduates continue to be below the national norm on the ABHE Biblical Knowledge Test.

Action to be taken: This issue has been addressed in previous assessment years with the institution of a passing requirement for the Bible exam, which began with entering students in the Fall 2016. An additional graduation requirement for a no-credit course has

been integrated into the degree plans for both Associate and Bachelor. This course will culminate with a passing grade on the Bible exam.

Student Demonstrates Competence in Written and Oral Communication Skills

1. Our goal is 80% of our graduates fall above the national norm on the ETS Proficiency Profile for the Critical Thinking and Writing subscores. This goal has not been met in the past years.

Action to be taken: This issue has been addressed in previous assessment years with the institution of another course in the degree plans for both Associate and Bachelor programs, which began with entering students in the Fall 2016. Also, Academic Office will re-emphasize the Writing Across the Curriculum Program, which includes the expectation that course assignments will include writing assignments and research papers as appropriate for the course. The agenda for the next faculty workshop will include this initiative. A committee will be established to strategize on improving written skills and critical thinking skills. Also the Alumni Survey needs to have a question that asks if students feel they have received adequate skills in these areas.

Financial Resources are Sufficient for Sustainability

1. Revenue generated from donations and grants has not met the performance indicator.

Action to be taken: Develop five-year donor development strategy with financial goals in each.

Use of Library Resources

2. Only 61% of spring 2018 syllabi reviewed seemed to have assignments which would require library resources.

Action to be taken: The Academic Office will re-emphasize that syllabi need to require course assignments that will encourage students to use the library resources, such as research papers and journal articles. The agenda for the next faculty workshop will include this initiative.

Enrollment Statistics

1. Bethel College has not consistently met each year's enrollment goals over the last four years.

Action to be taken: Develop a new Enrollment Management Plan

Graduation Rates

1. Maintaining an acceptable Graduation Rate under the IPEDS data collection has been difficult because our GRS cohort is normally extremely limited or non-existent so far.

Action to be taken: While continuing to monitor the GRS rate under IPEDS, need to strategize on developing an additional measure for graduation rate. Also continue to implement the new Intrusive Advising policy.

Appendix 1 – Action Tasks

Written Communication Skills				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
1. Institute another round of Writing Across the Curriculum with notification to faculty	4 hr	Academic Office	8/1/18	
2. Assure Fall 2018 syllabi reflect this program with increased writing assignments and library assignments	15 hr	Academic Office	8/1/17	
3. Convene committee to strategize on improving written skills and critical thinking skills	80 hr	Academic Office	8/15/19	
Critical Thinking Skills				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Continue to emphasize to faculty the need for academic reflection papers and research papers and collaborative learning activities for critical thinking skill development. Provide additional professional development training at faculty workshops.	20 hr	ExecVP	8/15/19	
Improve financial resources				

<i>Increase revenue from donations and grants</i>				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Develop strategy to increase revenue from donations and grants	80 hr	President	7/30/18	
<i>Improve Enrollment</i>				
Increase enrollment of fulltime freshman students				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Develop a new Comprehensive Enrollment Management Plan	40 hr	Student Dean	9/2/18	
Graduation Rate				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
1. Strategize on developing an additional measure for graduation rate.	10 hr	Executive VP	2/15/19	
2. Also continue to implement the new Intrusive Advising policy.	Continual	Advisors	8/25/18	
<i>Improve Library Resources</i>				

Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Re-emphasize that syllabi need to require course assignments that will encourage students to use the library resources, such as research papers and journal articles.	30 hr	Library Director	12/15/18	
<i>Improve Assessment Tools</i>				
Revise Current Assessment Plan				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Complete the 11 revisions identified in the conclusion of this Annual Research Plan	5 hr	Assessment Facilitator	8/7/18	
Develop New Five-Year Assessment Plan				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Convene committee of stakeholders to develop the new five-year assessment plan.	10 hr	Executive VP	10/1/18	
Develop new Five-Year Assessment Plan	300 hr \$ to be determined	Assessment Committee	8/7/19	

**Appendix 2 – Expenditures Keyed to Action Tasks in Research Reports
Assessment Project Report for Bethel College**

Date (AY12-13)	Project # (YY=Assessment Year and Name=Action Plan Heading)	Account #	Purchase Order #/Ref #	Description	Cost
10/9/2012	12-Improve Lib Resources	1-716016	431	Electronic Textbook Package	\$500.00
1/29/2013	12-Improve Student Life	1-704016	594	TV for Student Cafe	\$728.00
1/29/2013	12-Improve Student Life	1-704016	595	Wall Mount for TV	\$54.37
2/21/2013	12-Improve Student Life	1-701020	631	Noel-Levitz Student Satisfaction Surveys	\$750.91
3/4/2013	12-Improve Lib Resources	1-716016	640	Library Books	\$1,633.88
7/23/2013	13-Improve Lib Resources	1-716016	820	Electronic Journal Subscription	\$636.64
					\$4,303.80
Date (AY13-14)					
8/27/13	13-Improve Spiritual Dev	1-701020	866	Spiritual Transformation Inventory	\$110.00
8/29/13	13-Improve Spiritual Dev	1-701020	888	Spiritual Transformation Inventory	\$680.00
5/7/14	14-Improve Academic Program	1-701020	1353	PEERS Worldview Tests	\$379.57
5/27/14	12-Improve Student Life	1-701020	1394	Noel-Levitz Student Satisfaction Surveys	\$618.50
6/10/14	14-Improve Lib Resources	1-716016	1400	eBooks EBSCO new subscription	\$1,896.22
6/12/14	13-Improve English Skills	1-701020	1416	ACT/CAAP Tests (Writing Tests)	\$404.00
7/7/14	14-Improve Written Communication Skills	1-716016	1451	Institutional License for Grammarly.edu	\$1,250.00
7/15/14	14-Improve Lib Resources	1-716016	1460	Electronic Journal Subscription - Renewal	\$668.47
7/28/14	14-Improve Written Communication Skills	1-701020	1480	ACT/CAAP Tests (Writing Tests)	\$173.00
					\$6,179.76
Date (AY14-15)					
9/9/14	13-Improve Spiritual Dev	1-701020	1518	Spiritual Transformation Inventory	\$992.00
10/31/14	14-Improve Library Resources	1-716016	373	OCLC-EZProxy	\$1,618.00
3/16/15	13-Improve Spiritual Dev	1-701020	535	Spiritual Transformation Inventory	\$1,249.40
4/21/15	14-Improve Written Communication Skills	1-701020	2035	ETS Proficiency Profile (online tests)	\$232.00
4/22/15	12-Improve Student Life	1-701020	564	Noel-Levitz Student Satisfaction Surveys	\$100.00
4/21/15	14-Improve Lib Resources	1-716016	2036	eBooks EBSCO new subscription	\$1,754.52
6/17/15	14-Improve Lib Resources	1-716016	642	Grammarly Subscription	\$1,400.00
					\$7,345.92
Date (AY15-16)	YY Assessment Year (i.e., 14-15 Assessment Year = 15)				
7/30/15	15-Improve Lib Resources	1-716016	705	PQ Psychology Journals Subscription	\$3,340.00
8/1/15	15-Improve Lib Resources	1-716016	706	PQ Religion Journals Subscription	\$695.21
10/14/15	15-Improve Lib Resources	1-716016	757	Behavior Science eBooks	\$771.00
11/6/15	14-Improve Lib Resources	1-716016	782	EZProxy Svc	\$1,434.48
5/18/16	14-Improve Lib Resources	1-716016	1001	Grammarly Subscription	\$1,550.00
6/2/16	15-Improve Lib Resources	1-716016	1006	PQ Psychology Journals Subscription	\$3,540.00
4/11/16	15-Improve Lib Resources	1-705016	2859	Computers for library	\$1,297.48
					\$12,628.17

Date (AY16-17)	YY Assessment Year (i.e., 14-15 Assessment Year = 15)				
3/2/17	16-Biblical Knowledge	1-701020	3251	ABHE Biblical Exam Online	\$14.00
7/13/16	15-Improve Lib Resources	1-716016	1050	PQ Religion Journals Subscription	\$723.01
5/26/17	15-Improve Lib Resources	1-716016	1354	EBSCO eBooks	\$2107.77
11/10/16	14-Improve Lib Resources	1-716016	1179	EZProxy Svc	\$1,434.48
6/25/17	14-Improve Lib Resources	1-716016	3454	Grammarly Subscription	\$1,650.00
8/31/16	15-Improve Lib Resources	1-705016	1075	Computers for library	\$645.24
8/3/16	15-Improve Lib Resources	1-705016	1066	Computers for library	\$1170.70
10/5/16	13-Improve Spiritual Dev 14-Improve Written	1-701020	1135	Spiritual Transformation Inventory	\$1628.30
3/5/17	Communication Skills	1-701020	3231/3230	ETS Proficiency Profile (online tests)	\$207.50
4/21/17	12-Improve Student Life	1-701020	1309	Noel-Levitz Student Satisfaction Surveys	\$446.83
					\$10,027.83

Date (AY17-18)	YY Assessment Year (i.e., 14-15 Assessment Year = 15)				
7/01/17	15-Improve Lib Resources	1-716016	1050	PQ Religion Journals Subscription	\$751.94
12/12/17	14-Improve Lib Resources	1-716016	1550	EZProxy Svc	\$1,557.75
8/1/17	15-Improve Lib Resources	1-716016	1427	Psychology Database Journals	\$3730.00
9/5/17	16-Biblical Knowledge	1-701020	3596	ABHE Biblical Exam Online	\$17.50
6/07/18	14-Improve Lib Resources	1-716016	1696	Grammarly Subscription	\$1,760.00
8/29/17	13-Improve Spiritual Dev 14-Improve Written	1-701020	3591	Spiritual Transformation Inventory	\$1499.10
8/23/17	Communication Skills	1-701020	3570	ETS Proficiency Profile (online tests)	\$208.00
4/30/18	12-Improve Student Life	1-701020	1663	Noel-Levitz Student Satisfaction Surveys	\$417.01
					\$9,941.30