



BETHEL COLLEGE ANNUAL RESEARCH REPORT

ACADEMIC YEAR 2018-2019

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. Dr. Wootton left in Dec 2018 and Dr. DeBerry was appointed as the interim president.

In 2006, Bethel College moved into a new facility with a new library and several new classrooms to be shared with Bethel Temple 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 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. 2018-2019 Assessment

A. Process for 2018-2019 Assessment

Various measurement tools were used throughout the 2018-2019 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 2018-2019 assessment year to develop the 2018-2019 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, the students' perceptions of their spiritual development were rated Growing Steadily to Thriving across all five domains 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 Growing Steadily to Thriving in all five domains.

The college normally uses the Noel-Levitz Student Satisfaction Inventory (SSI) to assess student perceptions in the areas of the academic and student services. Since last year was the sixth year that the college met or exceeded our performance indicators in these areas, it was decided to forego the assessment in this cycle and pick it back up in the next cycle year.

For the first year in the last several, Bethel College mostly met the biblical knowledge goal. All but one graduate met this goal. As the new requirement for passing the Bible exam is fully implemented, this indicator should continue to improve.

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 is meeting and exceeding our goal in this area.

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 fifth year we used the Educational Testing Service Proficiency Tests focusing on writing and critical thinking skills. For the fifth year some of our graduates scored below the national norm in both critical thinking skills and in writing skills. However, this year we did see a significant improvement in these two areas. 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.

For the first time in the last four years, Bethel College did not meet its goal in the area of faculty perceptions of administrative services. While the average did meet the goal, only 70% responding gave us the above average or excellent rating. We will re-survey in the fall semester to determine if perceptions have improved.

This year for the fourth year in a row, Bethel College did not meet its goal for percentage 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 fourth 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.

Use of library services during this cycle year fell below the goal. Similarly, a syllabi review indicated that some faculty was not requiring assignments that would require the use of the library resources. Therefore, Bethel College will be promoting assignments that require the use of the library to all faculty during the next academic year. Also the library resources collection for certain programs needs to be improved as funds are available.

With graduates in the Ministerial Leadership program, the Missions program, and the Associate program, objectives in these programs were assessed. For these programs, all of the objectives were met except for those measured by the Bible exam. As indicated above, when the new requirement for passing the Bible exam is fully implemented, this indicator should continue to improve.

With this assessment report, Bethel College updated the Worship program assessment to incorporate the results of the Alumni Survey received for the 2017-2018 graduates. While only two Worship program alumni responded to the survey, the results indicated that alumni do not feel confident in leading worship services and providing leadership to a worship department. Bethel College will be reviewing our practicum/internship requirements to assure Worship program students have these practical experiences.

With the 2018-2019 assessment year, Bethel College has completed 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
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>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. Mostly Met. Three out of the four bachelor tested were above the National Norm. The one associate graduate was also above the national norm. All those who fell under the 2016 passing requirement did pass on first try.</p> <p>2. Met. CampusSIS average – 86% and Edvance360 average – 77%</p>	<p>Not required this year. However this is a significant improvement over last year’s results.</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	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.	Student has computer and math skills are adequate to be effective in ministry	Graduate Survey	4 on scale of 5	1. Met Graduate Survey- 4.1	Met in preceding three years	
		Alumni Survey	4 on scale of 5	Met All student average was 4.0 on Q3	Met in preceding three years	
	Student has a biblical worldview	Program Objectives #2, #3, #5 in the Diploma Program as measured in Edvance360 & KanopySIS learning outcome management tools	All student average 70% or above	Met CampusSIS average – 86% and Edvance360 average – 77%	Not required this year	
	Student has a sense of his or her role in the secular community	Personal Mission Statement	100% of graduates have completed personal mission statement	Met All students have completed the personal mission statement	With tracking performed with the Graduate Assessment Checklist this objective is being met	
5. Provide academic support through faculty, curriculum,	Student demonstrates content mastery and critical	ABHE Biblical Knowledge Test	Above national norm	1. Mostly Met. Three out of the four bachelor tested were above	Not required this year	Bethel College has already implemented a passing requirement of Bible exam for

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
computer facilities, library resources, and student support services to ensure quality instruction and a challenging academic environment.	thinking skills	ETS Proficiency Profile	80% above national average	<p>the National Norm. The one associate graduate was also above the national norm. All those who fell under the 2016 passing requirement did pass on first try.</p> <p>Not Met 60% of graduates for critical thinking (2 out of 4 Bachelor and 1 out of 1 Associate) were above the national average & 100% for writing (4 out of 4 Bachelor and 1 out of 1 Associate). This is a significant improvement over last year.</p>	Not required this year	bachelor and associate graduation with the 2016 freshmen class.
		Noel-Levitz Student Satisfaction Survey	Above norm of selected group	Not completed this year because every previous	Not required this year	Bethel College has already implemented an additional required writing course- Academic Writing for the Associate and Bachelor degrees for 2016 freshman 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
				year we have been above the norm in all areas		
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	Not Met 60% scored Growing Steadily or Thriving in most of the areas However, the scores for combined group of all students are in the thriving range, except for Connecting to Spiritual Community, which was on the high end of the Growing Steadily range. None of the Graduates have pre-scores on STI.	Not the required year.	There was only 1 Bachelor who scored Struggling in all areas., while the other 3 scored Growing Steadily to Thriving. Need to continue measuring to determine if a trend is developing. The 1 Associate is continuing on for a Bachelor so will continue to monitor his spiritual development.
		Noel-Levitz Student Satisfaction Survey	Above norm	Not completed this year because every previous year we have been above norms.	Not required this 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	Graduate Survey Faculty Survey of Graduating Students	90% of graduates indicate 4 on scale of 5 80% of faculty indicate 4 on scale of 5	Met 5.0 on graduate survey Met 100% were 4.0 or better on the Christian service question	Bethel College continues to meet this measurement tool. Bethel College consistently scores higher on this measure.	
8. Develop students who demonstrate an understanding of a biblical worldview that integrates faith with learning.	Student has a biblical worldview	Program Objectives #2, #3, #5 in the Diploma Program as measured in Edvance360 & KanopySIS learning outcome management tools	All student average 70% or above	Met CampusSIS average – 86% and Edvance360 average – 77%	Not required this year	

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
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	Alumni Survey	70% respond with yes	Met Alumni Survey indicated 75% had secured position.	Not required this year	
	Student has prepared a personal mission statement	Personal Mission Statement	100% have completed	With tracking performed with the Graduate Assessment Checklist this objective is being met	Not required this year	
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	Met. Students are required to complete for graduation requirements.	Not required this year	

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
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	This assessment is the last year of the current assessment plan.	Assessment Plan has been implemented every year.	Need to convene an assessment committee to formulate a new assessment plan for the 2019-2020 academic year.
12. Maintain efficient and effective administrative services and facilities to support all programs of the college.	Students have favorable perceptions of the administrative services and facilities Faculty have favorable perceptions of the administrative services and facilities	Noel-Levitz Student Satisfaction Survey (SSI) Faculty Survey	Above norm of selected group 85% of faculty surveyed indicate 4 on scale of 5	Not completed this year because every previous year we have been above norms. Not Met Faculty Survey indicated 70% had 4 or 5, even though the average was a 4.0.	Not required this year The last three years this measurement has been met	Prepare survey for the Fall 2019 semester to determine how services could be improved.

INSTITUTIONAL GOALS	Behaviors Indicative of Institutional Goal	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
13. Maintain sound financial management while focusing on programs and services vital to the mission of the college.	Financial policies and practices are consistent with industry wide fiscal policies and processes	Audit	No material discrepancies	Met Audit did not indicate any material discrepancies.	This has been the case for the last several years.	
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 50% 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	<p>Personal guidance demonstrates knowledge that is helpful, effective, and cordial</p> <p>Customer service to assist patrons is provided when requested</p> <p>Volunteers receive training in basic functions of the library to be prepared to assist patrons</p>	<p>Library patron survey</p> <p>Library patron survey</p> <p>Training post-test</p>	<p>4.0 or higher on pertinent question of survey</p> <p>4.0 or higher on pertinent question of survey</p> <p>Volunteers pass a training post-test with at least a 90%</p>	<p>Met All responses indicate a 4.0 or 5.0 on questions 3 or 4</p> <p>Met All responses indicate 4 or 5 on question 2</p> <p>Met No New volunteers this year</p>	<p>Met for the last 5 years</p> <p>Met for the last 5 years</p> <p>This has not been met consistently over the last 5 years</p>	<p>Re-emphasize to the library staff the need to give this test to new volunteers.</p>

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	Usage percentages of resources demonstrate that students are using the resources provided by the library	Not Met Print/electronic book transactions -500; electronic journals fulltext-1887; This usage is at least 60% of the 2016 ABHE stats for modified 1 st Q for (1-75 HC)	The last three years this objective has been met.	Encourage faculty to require assignments that require usage of resources in library
		Review of Syllabi to assure assignments are given that would require usage of library resources	75% of syllabi have assignments requiring resources from library	Not Met 40% of spring syllabi required assignments using library resources	In the last three years, this objective has not been met in the last two.	Re-emphasize writing across the curriculum program to require use of library resources. Require a session in the next faculty workshop. Send out notice to faculty.
	Collections are adequate to support curriculum	Statistical Analysis of library collection with regard to number and currency	Percentages of resources for each discipline demonstrate adequacy to support curriculum	Not Met In some areas: Children's Ministry, Youth Ministry, Worship, and Psychology/Counseling(however this is offset by our subscription to PROQUEST Psychology database with access to 1,324 publications)	In the last three cycles, this objective has not been met in the last two.	Upgrade resources as funds are available.

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 2018 enrollment was down 20% from Fall 2017.	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 2018 FTEs were down 22% from Fall 2017	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 79% Met Overall Graduation Rate IPEDS from latest available survey is 83%	

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 Monitor this measurement on the next alumni survey and ask for comments
	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-85% Edvance360-82%		
	Alumni Survey	85% of students surveyed rated 4 on a scale of 5 for this question on the survey	Not met 75% on Alumni Survey – 3 of the 4 replies	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. All of 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	graduates were above the norm. The graduate population is very small so develop conclusions cautiously. Met 100% of students over 70% Edvance360-77% CampusSIS-95% Met The one responded indicated 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-92% Edvance360-79% Met The one responded indicated 5	Not required this year Not required this year Not required this year	

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	<p>Practicum/Internship Programs</p> <p>Edvance360 & KanopySIS Learning Outcome Management tools</p> <p>Alumni Survey</p>	<p>100% of graduates successfully completed</p> <p>75% of students meet the learning outcomes linked to this objective</p> <p>Alumni indicates 4 on scale of 5 on survey</p>	<p>Met Practicum/Internship incorporated into degree plan</p> <p>Met 100% of students over 70% CampusSIS-94% Edvance360-71%</p> <p>Met The one responded indicated 5</p>	<p>Not required this year</p> <p>Not required this year</p> <p>Not required this year</p>	
5. Be able to demonstrate Christian leadership principles in various ministry positions	<p>Practicum/Internship Programs</p> <p>Edvance360 & KanopySIS Learning Outcome Management tools</p> <p>Alumni Survey</p>	<p>100% of graduates successfully completed</p> <p>75% of students meet the learning outcomes linked to this objective</p> <p>Alumni indicates 4 on scale of 5 on survey</p>	<p>Met Practicum/Internship incorporated into degree plan</p> <p>Met 100% of students over 70% CampusSIS-100% Edvance360-72%</p> <p>Met 4.0 indicated on survey</p>	<p>Not required this year</p> <p>Not required this year</p> <p>Not required this year</p>	

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 Edvance360 & KanopySIS Learning Outcome Management tools Alumni Survey	6a. Successful completion 75% of students meet the learning outcomes linked to this objective Alumni indicates 4 on scale of 5 on survey	Met All successfully completed MIN430 Met 100% of students over 70% CampusSIS-95% Edvance360-62%- CampusSIS and Edvance360 average- 78% Met The one responded indicated 5.	Not required this year Not required this year Not required this year	
7. Be able to compose and preach biblically sound, effective sermons	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-95% Edvance360- 58%..average 76% Met The one responded indicated 5.	Not required this year Not required this year	
8. Develop a lifestyle of personal study of the Scriptures in order to grow spiritually	Spiritual Transformation Inventory	Above national norm	Met 4 of the 5 graduates were Growing Steadily or Thriving in the Spiritual	Not required this year	

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	Practices Met 80% of students over 70% in Edvance360 and 1 out of 1 student in CampusSIS-59% Not met 75% (3 out of 4) of graduates were 4 or 5 on the survey	Not required this year Not required this year	This was borderline. Review this objective next year...two of the three measurement tools indicated the college was meeting this program objective.
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-none Edvance360-81% Met The one responded indicated 5.	Not required this year Not required this year	
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	Edvance360 &	75% of students meet	Met	Not required this	

Program Objectives	MEASUREMENT TOOL	PERFORMANCE INDICATOR	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
and contextualize the eternal truth of the Gospel in a constantly changing world	KanopySIS Learning Outcome Management tools Alumni Survey	the learning outcomes linked to this objective 80% of alumni indicate 4 on scale of 5	100% of students over 70% CampusSIS-96% Edvance360-81% Met The one responded indicated 5.	year Not required this year	
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 Edvance360 & KanopySIS Learning Outcome Management tools	Above national norm 75% of students meet the learning outcomes linked to this objective	Met 4 of the 5 graduates were Growing Steadily or Thriving in the Spiritual Practices Met 80% of students over 70% in Edvance360 and 1 out of 1 student in CampusSIS-59%	Not required this year Not required this year	

Program Specific – Missions - 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 the passion for local, regional, and global missions and commitment to serve the people group of the world	Graduate Survey Edvance360 & KanopySIS Learning Outcome Management tools	100% of the graduates understand their calling and are committed to the fulfillment of the calling 75% of students meet the learning outcomes linked to this objective	Met. The one graduate indicated a 5 on the survey Met 100% of students over 70% CampusSIS-96% Edvance360-97%-	Not required this year Not required this year	
2. Understand the spiritual, physical, educational, and financial preparation needed for missionaries	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	No data in CampusSIS nor Edvance360 for this objective. Only one missions graduate.	Not required this year	
3. Articulate a missional theology that encourages all Christians to participate in missions	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	Met 100% of students over 70% CampusSIS-99% Edvance360-90%	Not required this year	
4. Understand the biblical, the theological, and the historical basis of missions	ABHE Bible Knowledge Test	Above national norm	Not Met The one graduate did not meet this requirement.	Not required this year.	The one graduate matriculated before the requirement to pass the Bible Knowledge Exam. Students matriculating since

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-97% Edvance360-97%		2016 are required to pass the Bible Knowledge exam for graduation.
5. Appreciate the cross-cultural dynamics of missions and be able to contextualize the salvation message to various target people groups	Edvance360 & KanopySIS Learning Outcome Management tools Graduate Survey Faculty Survey of Graduating Students	75% of students meet the learning outcomes linked to this objective 80% of respondents feel competent 80% of faculty indicate 4 on a scale of 5	Not Met CampusSIS – no data Edvance360 – 55%-but only one data point available Met One graduate indicated 5 on the survey. Met Average was 4.4	Not required this year	Difficult to draw conclusions with such a small data source. Continue to monitor next missions graduate.
6. Be able to describe the major religions of the world and be able to compare and contrast them with Christianity	MIS 103 World Religions Edvance360 & KanopySIS Learning Outcome Management tools	Grade of “C” or better in MIS103 75% of students meet the learning outcomes linked to this objective	Met Student had “A” average Met CampusSIS – no data Edvance360 – 97%-		

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
7. Be able to develop strategies for evangelizing people groups of the world	MIS 460 Studies in Unreached People Groups Edvance360 & KanopySIS Learning Outcome Management tools	all student average of B or better and if small sample consider over various years 75% of students meet the learning outcomes linked to this objective	Met Student received an A. Met CampusSIS 95% Edvance360 83%		

Program Specific - Worship and Worshipping Arts - Annual Data Collection and Review with Trend Analysis 4th Year
Updated for Alumni Survey delivered in Fall 2018

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
1. Demonstrate a passionate lifestyle of worship	Spiritual Transformation Inventory Edvance360 & KanopySIS Learning Outcome Management tools Faculty Survey of Graduating Student	Above national norm 75% of students meet the learning outcomes linked to this objective 80% of faculty indicate 4 on a scale of	Met Connecting to God domain for combined group is in the 82 - thriving. Met 100% of students over 70% CampusSIS-81% Edvance360 - no data Not Met This question was not	In the last three years only one year had Worship graduates. This measurement tool was met in that year. 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 Need to assure this question is on future

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
		5	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.	Faculty Survey of Graduating Students
2. Understand the biblical foundations for worship	ABHE Biblical Knowledge Test Edvance360 & KanopySIS Learning Outcome Management tools	Above national norm 75% of students meet the learning outcomes linked to this objective	Not Met National Norm – 61% Graduate 1 – 53% Graduate 2 – 60% 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 not met in that year. In the last three years only one year had Worship graduates. This measurement tool was met in that year.	Students matriculating in Fall 2016 have the requirement to pass the Bible exam as part of graduation requirements.
3. Demonstrate an ability to lead worship in a variety of church settings	Practicums and Internship Program Edvance360 & KanopySIS Learning Outcome Management tools	Successful completion 75% of students meet the learning outcomes linked to this objective	Met Practicum/Internship incorporated into degree plan Met 100% of students over 70% CampusSIS-88%	In the last three years only one year had Worship graduates. This measurement tool was met in that year. In the last three years only one year had Worship	

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
	Alumni Survey	80% of alumni indicate 4 on a scale of 5	Edvance360 – 82% Not Met 50% indicated a 4 out of 5	graduates. This 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.	Only two graduates. One indicated 3 and one indicated 4. Need to see about more opportunities to practice leading worship. Need to assure that Practicums/Internships include opportunities to lead worship.
4. Understand music fundamentals and demonstrate musical skills in musicianship	Edvance360 & KanopySIS Learning Outcome Management tools Graduate Survey Faculty Survey of	75% of students meet the learning outcomes linked to this objective 80% of graduates indicate 4 on a scale of 5 80% of faculty	Met 100% of students over 70% CampusSIS-88% Edvance360 – no data Not Met Graduate Survey did not include this question. Not Met	In the last three years only one year had Worship graduates. This 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 Delete this

Program Objectives	Measurement Tool	Performance Indicator	ISSUES/FINDINGS	TREND ANALYSIS IF YEAR REQUIRED	RECOMMENDATIONS
	Graduating Student	indicate 4 on a scale of 5	Faculty Survey of Graduating Student did not have this question		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 Two graduates. One indicated 4 and one indicated 1.	In the last three years only one year had Worship graduates. This measurement tool was met	Need to see about more opportunities to practice leading worship. Need to assure that Practicums/Internships include opportunities to lead worship.
6. Be able to integrate worshipping arts into the worship experience	Practicums and Internship Program Edvance360 & KanopySIS Learning Outcome Management tools	100% of students have successful completion 75% of students meet the learning outcomes linked to this objective	Met Practicum/Internship incorporated into degree plan Met 100% of students over 70% CampusSIS-83% Edvance360 – no data	In the last three years only one year had Worship graduates. This measurement tool was met in that year. 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
	Alumni Survey	80% of alumni indicate 4 on a scale of 5	Not Met One indicated 3 and one indicated 4	measurement tool was met in that year.	Need to see about more opportunities to practice leading worship. Need to assure that Practicums/Internships include opportunities to lead worship.
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	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-81% Edvance360 – 85% Met 4.0 was the average	In the last three years only one year had Worship graduates. This measurement tool was met in that year.	

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 performing professional ministry functions at the introductory level	1a. Students are able to accomplish entry level ministry tasks	1a1. Supervisor survey 1a2. Alumni survey	1a. These are accomplished with minimal supervision	1a1. Met Average 4.0 1a2. Met Supervisor Surveys indicated 4 at the 4.0 and 1 at the 3.0	

Program Objectives	Behavior Evidences	Measurement Tool	Performance Indicator	Issues/Findings	Recommendations
	<p>1b. Students are able to facilitate meetings</p> <p>1c. Students demonstrate professional interpersonal communication, both orally and written</p>	<p>1b1. Supervisor survey</p> <p>1b2. Alumni survey</p> <p>1c1. Supervisor survey</p> <p>1c2. Alumni survey</p>	<p>1b. Meetings are conducted in order to accomplish stated objectives in a timely manner</p> <p>1c. Communication is clear, concise</p>	<p>1b1. Met Supervisor Surveys indicated 4 at the 4.0 and 1 at the 3.0</p> <p>1b2. Met Average 4.0</p> <p>1c1. Met Supervisor Surveys indicated 4 at the 4.0 and 1 at the 3.0</p> <p>1c2. Met Average 4.0</p>	
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. Met All responded with 3, 4 or 5 on the survey	

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-98% Edvance360 – 82%	Trend analysis completed last year	
	Practicum Programs	100% of graduates successfully completed	Met Practicum/Internship incorporated into degree plan		
	Alumni Survey	80% of students surveyed rated 4 on a scale of 5 for this question on the survey	2. Met Average was 4.1		
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%	Trend analysis completed last year	
	Faculty Survey of Graduating Student	80% of faculty indicate 4 on scale of 5	Met One faculty response - had 5 on a scale of 5		

Program Objectives	Measurement Tool	Performance Indicator	Issues/Findings	Trend Analysis	Recommendations
	Graduating Student Survey	85% of graduates indicate 4 on scale of 5	No Associate Survey was returned		
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	Not Met CampusSIS-no data Edvance360 - 67% Met Average 4.1	Trend analysis completed last year	Need to review in next year's assessment because no data from CampusSIS and Edvance360 is very close to meeting the 70% threshold.
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	Trend analysis completed last year	
5. Be able to demonstrate an ability to comprehend and construct sound Christian theology	Edvance360 & KanopySIS Learning Outcome Management tools	75% of students meet the learning outcomes linked to this objective	100% of students with available data were over 70% CampusSIS-no data Edvance360 - 72%	Trend analysis completed last year	

Program Objectives	Measurement Tool	Performance Indicator	Issues/Findings	Trend Analysis	Recommendations
	ABHE Bible Knowledge Test	80% of students above the national norm	Met The one Associate passed the Bible Knowledge Test		The one Associate was one of the students matriculating in Fall 2016 and therefore had the requirement to pass the Bible exam as part of graduation requirements.
6. Be able to demonstrate Christian leadership principles in various ministry positions	Practicum Program Edvance360 & KanopySIS Learning Outcome Management tools Alumni Survey	100% of graduates successfully completed 75% of students meet the learning outcomes linked to this objective 80% Alumni indicates 4 on scale of 5 on survey	Met Practicum/Internship incorporated into degree plan Met 100% of students with available data were 70% CampusSIS-no data Edvance360 – 70% Met Average 4.0	Trend analysis completed last year	

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	Met The one Associate was above the national norm in writing and in critical thinking Met 100% of students with available data were over 70% CampusSIS-no data Edvance360 – 73%	Trend analysis completed last year	
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-99% Edvance360 – 83% Met The one Associate met this requirement	Trend analysis completed last year	
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	Met CampusSIS-no data Edvance360 – 70%	Trend analysis completed last 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	Met One Associate had A's in both History courses		

IV. Conclusion – Actions Required

Actions required from this assessment

1. Continue to implement the requirement that graduates pass the Bible Exam as a graduation requirement.
2. Need to continue to place additional emphasis on writing assignments in classes.
3. Alumni Survey needs to address how well students are doing in graduate studies.
4. Prepare another Faculty Survey to determine if faculty perceptions of administrative services have improved.
5. President needs to develop a plan to increase donations.
6. Encourage faculty to require assignments that use library resources.
7. Prepare faculty workshop on Writing Across the Curriculum program.
8. Update library resources in the areas of Children's Ministry, Youth Ministry, Worship, and Psychology/Counseling as funds become available.
9. Update Enrollment Management Plan.
10. Assure that Practicums/Internships in the Worship program are geared toward leading worship and providing leadership to a worship department.
11. Re-evaluate assessment plan since the 2018-2019 cycle has completed the current five-year assessment cycle. Convene committee of stakeholders to develop the new five-year assessment plan.

Actions required from previous year's assessment which have not been implemented yet.

1. Edvance360 does not breakout the outcome competency by student and cannot 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.
2. Develop assessment program for Christian Counseling concentration.

Appendix 1 – Action Tasks

Improve 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	8/1/19	
2. Assure syllabi reflect this program with increased writing assignments and library assignments	15 hr	Academic Office	11/1/19	
Improve 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	11/15/19	
<i>Improve financial resources</i>				
<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	8/30/19	
<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	9/2/19	
<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	9/15/19	
Update library resources in the areas of Children's Ministry, Youth Ministry, Worship, and Psychology/Counseling as funds become available.	100 hrs...\$\$\$ to be determined	Library Director	3/1/2020 – include some funding in AY2020-2021 Budget	

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	12/1/19	
Develop new Five-Year Assessment Plan	300 hr \$ to be determined	Assessment Committee	8/7/20	
<i>Improve Assessment Tools</i>				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Alumni Survey needs to address how well students are doing in graduate studies.	1 hr	Assessment Director	9/15/19	
Edvance360 does not breakout the outcome competency by student and cannot per the developer. Therefore, need to assure that all Edvance360 assignment grades are recorded into CampusSIS so that competencies for	40 hr..\$ to be determined	Assessment Director	6/1/2020	

individual students can be determined.				
Develop assessment program for Christian Counseling concentration	40 hr..\$ to be determined	Assessment Director	6/1/2020	
<i>Improve Administrative Services</i>				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Prepare another Faculty Survey to determine if faculty perceptions of administrative services have improved.	5 hr	Assessment Director	9/15/19	
<i>Improve Worship Program</i>				
Action Steps	Resource Requirements	Focus of Responsibility	Deadline	Remarks
Assure that Practicums/Internships in the Worship program are geared toward leading worship and providing leadership to a worship department.	15 hr	Executive Director	9/15/19	

**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

Date (AY18-19)	YY Assessment Year (i.e., 14-15 Assessment Year = 15)				
07/01/18	15-Improve Lib Resources	1-716016	1705	PQ Religion Journals Subscription	\$782.01
11/14/18	14-Improve Lib Resources	1-716016	1808	EZProxy Svc	\$1,557.75
4/10/19	15-Improve Lib Resources	1-716016	1918	Psychology Database Journals	\$5100.63
2/28/19	16-Biblical Knowledge	1-701020	1896	ABHE Biblical Exam Online	\$44.50
5/20/19	14-Improve Lib Resources	1-716016	1960	Grammarly Subscription	\$1,850.00
9/4/18	13-Improve Spiritual Dev 14-Improve Written	1-701020	1770	Spiritual Transformation Inventory	\$1448.00
7/26/18	Communication Skills	1-701020	1736 & 1998	ETS Proficiency Profile (online tests)	\$341.50
					\$11,124.39