



## ATHENS COLLEGE *of* MINISTRY

### **Comprehensive Assessment Plan**

It is the responsibility of the Athens College of Ministry to regularly evaluate how well it is accomplishing its mission by identifying both ongoing and continuous improvement outcomes through the college's Strategic Plan, and by engaging in various assessment measures to present evidence for the extent to which the outcomes are being achieved. Through examination of the evidence, new goals for our college's projected improvements are established.

The Athens College of Ministry has therefore developed a comprehensive, outcomes-based assessment plan (CAP) to evaluate all academic and non-academic areas and services, intended to yield concrete data in critical areas such as student development and learning, instruction, curriculum, assessment, and resources. The Comprehensive Assessment Plan was approved by the ACMin Board of Trustees on July 7, 2018 and is amended yearly by Board approval.

### **CAP Reporting Protocols**

The ACMin Chief Academic Officer is responsible for overseeing that all data are collected and analyzed by the designated program area lead and other relevant personnel. The Chief Academic Officer will present all compiled data into the annual CAP Report draft for presentation to the Board's Academic Affairs Committee for review and comment in June of each year. The CAP Report will subsequently be presented by the President at the Board of Trustees' annual July retreat, to the Board, full-time Faculty, and key leadership staff (as identified by the Board of Trustees). The yearly CAP report will be published at [www.acmin.org](http://www.acmin.org).

### **ACMin 5-Year Strategic & Financial Plan**

Based on the data collection and analysis presented in the yearly CAP report, ACMin institutional and personnel goals, a plan of action for each goal, and evidence to support accomplishment of said goals will be recommended to the Board by the ACMin President. The goals, action plans, resources (financial and personnel), and timelines for the successful accomplishment of the ACMin Strategic & Financial Plan will be developed by appropriate ACMin personnel and/or by Board committees. The timeline for accomplishing each goal may range from 1 to 5 years. The Board will review, amend as desired, and approve revisions to the Strategic Plan at the July Board meeting. The spending priorities in the plan are guided by the ACMin Strategic Goals. The Financial Plan will identify and prioritize the resources that support the development, maintenance, and enhancement of programs and student services, thereby ensuring the institution's quality, stability, and growth over time.

Items	July	August	September	October	November	December	January	February	March	April	May	June
Strategic Goals & Board Evaluation	Review Strategic Plan and CAP data. Update Strategic Plan.	Publish Strategic Plan and Annual CAP Report										Prepare Strategic Plan Report (includes Board Goals) and yearly CAP data for Board review
Responsible:	Board of Trustees	President CAO										President, CAO

## CAP Components

### Leadership

#### Foundational Statements & Board Policies

Based on recommendations from the ACMin Leadership Staff (as appropriate), the Board of Trustees will conduct an annual review of the institution's foundational documents as part of the July Board meeting. By Board vote, the documents will remain unchanged or undergo revision prior to re-adoption. Per Board Bylaws, the Board may create or amend policy at any time by Board vote.

#### Operating Policies

ACMin Operating Policies guide the day-to-day functional operations of the college and must be in compliance with ACMin Board Policy and approved by the ACMin President or designee. Operating Policies appear in the various ACMin Handbooks as well as in the ACMin Policy Manual and as appropriate on [www.acmin.org](http://www.acmin.org). At the President's discretion, significant changes to operating policies may be presented to the Board of Trustees for review and approval.

Items	July	August	September	October	November	December	January	February	March	April	May	June
Constitution & Bylaws	Reviewed & Approved	Pubs Update										
Responsible:	Secretary records changes.	CAO										
Financial Policies	Reviewed & Approved	Pubs Update										Board Finance Committee reviews & formulates recommendations

Responsible:	Secretary records changes.	CAO										
Foundational Statements*	Reviewed & Approved	Pubs Update									Leadership Staff review & make recommendations to the Board	Board's Academic Affairs Committee reviews recommendations
*Mission Statement, Belief Statement, Core Values, Christian Philosophy of Education, Educational Goals, Expectations for Christian Conduct												
Responsible:	Secretary records changes.	CAO									CAO Records & compiles recommendations	
ACMin Policy Manual		Revised ACMin Policy Manual Published										
Responsible:	CAO tracks changes to policies across all constituencies and compiles policies into the ACMin Policy Manual.											

## Personnel

### Employee Policies

Dr. Marcia Wilbur is responsible for all policies and procedures related to full-time and part-time employees. (Note that part-time instructors report to Dr. Raymond Morris.) **The Employee Handbook** is reviewed each year in June, with any significant policy changes presented to the Board in July and a new Handbook published August 1 of each year.

### Personnel Review

ACMin ensures the regular review and evaluation of all faculty, staff, and administrative personnel based on each person's job description and strategic goals. The President is evaluated yearly by the Board's Personnel Sub-Committee. Faculty, staff, and administrative personnel are evaluated yearly by the President or designee. All ACM staff goals and evaluation components will be generated in alignment with the ACMin Mission Statement and Strategic Plan. The yearly CAP report will contain a summary of the President's written evaluation report. The President or designee will provide a Personnel Summary Report for the CAP, including a list of all personnel, a summary of job functions, the yearly evaluation ratings, and any significant accomplishments. No ACMin personnel evaluations will be published on [www.acmin.org](http://www.acmin.org) due to confidentiality requirements.

Items	July	August	September	October	November	December	January	February	March	April	May	June
Staff Goals & Evaluations	Employee and supervisor set yearly goals.					Employee completes mid-year self-reflection	Employee and supervisor discuss mid-year self reflection and					Employee Completes yearly self-reflection. Supervisor writes yearly performance evaluation and meets with the

							adjust goals and/or measurements as needed.					employee to discuss and make recommendations for continued growth.
Ongoing: Employee updates supervisor on goals progress through regular (weekly, bi-weekly, monthly, etc.) updates. (Note: President updates Personnel Sub-Committee on progress towards goals at regularly scheduled Sub-Committee meetings.)												
ACMin Employee Handbook	President recommends significant changes to Board for approval	Revised Handbook published										2 employees review Employee Handbook contents and provide feedback to President.

## Instruction

### Faculty Effectiveness

Dr. Raymond Morris, the Chief Academic Officer, is responsible for the work of the ACMin Faculty. Dr. Morris is responsible for ensuring that ACMin faculty comply with all institutional policies concerning their work, for evaluating faculty members' qualifications and effectiveness in helping students accomplish the learning objectives for their courses, and for faculty-related data collection and analysis. Continuous instructional improvement is the goal of faculty-related data collection and analysis. **Faculty Policies** are published in the *Faculty Handbook* and are reviewed each May by Dr. Morris and at least 2 other faculty members and published on August 1 of each year.

### Academic Programs

The CAP will include course listings for the programs offered during the academic year and a list of student enrollment in each degree program offered. The Chair of each Program is responsible for oversight of the following data points:

Items	July	August	September	October	November	December	January	February	March	April	May	June
Faculty Survey		Collect & synthesize data; share results with faculty			Review and update survey questions	Collect & synthesize data; share results with faculty				Collect & synthesize data; share results with faculty		
Faculty Observations & Evaluations			Classroom Observations/ Deliver feedback					Classroom Observations/ Deliver feedback				Classroom Observations/ Deliver feedback

Students' end of course feedback		Collect & synthesize data; share results with faculty				Collect & synthesize data; share results with faculty				Collect & synthesize data; share results with faculty		
Review Course Artifacts		Collect students' final course projects	Develop artifact evaluation rubric based on course/program objectives; Leadership Staff evaluate; evaluation results to faculty for follow-up as appropriate			Collect students' final course projects	Develop artifact evaluation rubric based on course/program objectives; Leadership Staff evaluate; evaluation results to faculty for follow-up as appropriate			Collect students' final course projects	Develop artifact evaluation rubric based on course/program objectives; Leadership Staff evaluate; evaluation results to faculty for follow-up as appropriate	
Student Data	Board revises strategic plan (as needed)										With assistance from Drs. Coyne & Genteman, provide student data for the fiscal year report to include: recruiting & enrollment (including ability-to-benefit students), course completion and grades, retention and graduation rates, and job placement	Leadership staff analyze data and make recommendations to Board's Academic Affairs Committee.

Faculty Handbook & Policies (Morris)	Board action (as needed)	Faculty Handbook Updated							Faculty review of contents & Policies	Recommendations to Board's Academic Affairs Committee		
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## Student Services

### Student Affairs

Dr. Jesse Coyne, Graduate Program Chair, and Rev. Dr. Kurt Genteman, Undergraduate Program Chair, are responsible for ACMin students' spiritual health and for ensuring that students' experiences at ACMin are positive and productive. Drs. Coyne and Genteman also responsible for all data collection and analysis related to Student Affairs. Student Policies are published in the *ACMin Student Handbook*. The Handbook is reviewed yearly in March and the new Handbook published on August 1 of each year.

### Student Enrollment

The yearly CAP report will include data for:

- newly admitted students and their academic backgrounds
- the number of students enrolled at each level in each academic program
- student retention rates
- GPA averages for each semester in each program
- student service hours earned
- Faith-in-Action apprenticeship program summary
- graduation data

### Student Services

ACMin will establish and publish a set of goals and objectives for all Student Services areas as appropriate for continual improvement towards accomplishing the college's mission. The objectives will be written in measurable terms. Information obtained through the evaluation shall be used to improve achievement for student services and program goals. The Chair of each Program is responsible for oversight of the following data points:

Items	July	August	September	October	November	December	January	February	March	April	May	June
Annual Student Survey									Leadership Staff formulates survey questions	Administer survey to all enrolled and auditing	Analyze survey data; report results to affected	New Student Services goals proposed.

										students during previous academic year	program areas	
Graduation Survey		Administer Survey	Analyze survey data; report results to affected program areas		Leadership Staff formulates survey questions	Administer Survey	Analyze survey data; report results to affected program areas			Administer Survey	Analyze survey data; report results to affected program areas	
Alumni Survey							Leadership Staff formulates survey questions	Administer Survey	Analyze survey data; report results to affected program areas			
Enrollment, Retention & Graduation Report		Present data from previous 3 semesters to Leadership Staff	Disseminate data to Board & affected program areas									
ACMin Catalog & ACMin Student Handbook	Board approves any significant policy changes	Revised Handbook published							Leadership Staff review of content & policies	President presents overview of any significant changes to Academic Affairs Committee		

## Instructional Support

### Finances

The CAP will include the findings from the most recent independent financial audit as a means to demonstrate that the college manages its financial affairs with integrity and that the institution is financially stable. The Year-end financial summary will also include a 5-year comparison of key financial metrics (e.g number of donors, assets, cash flow, etc.)

**Facilities and Equipment Report**

The ACMin President will provide: a) a schematic of the facilities; and b) a description of the technology resources used to support the college’s academic programs. Data from the Annual Student Survey and Annual Faculty Survey will include feedback on the appropriateness of the college’s physical resources in support of the academic programs. Data collected will inform the college’s Strategic Plan.

**Information & Technology Report**

Library Director's Report will include: library materials currently catalogued, patron use, patron use of electronic resources, faculty and student survey results, reference transactions per week, availability of library online software, library shelving and space, and new acquisitions. Data collected will inform the college’s Strategic Plan.

**Academic Program Review**

ACMin’s academic programs will be assessed every 5 years in order to determine the success of the college in reaching its stated outcomes, including an assessment of student learning outcomes at the college, program, and course levels. As such, the curriculum and objectives for each academic program (Certificate, Associate’s, Bachelor’s, and Master’s) are evaluated every 5 years according to the following:

- Is the curriculum aligned with the college’s mission statement?
- Are the programs current and viable?
- Does the program of instruction lead to the realization of the stated program objectives?
- Is the curriculum content sequenced to enable students to move from basic to more complex levels of learning?
- Is the biblical and spiritual content appropriate for the degree levels?
- Does the curriculum provide students with sufficient and meaningful hands-on experiences for Christian ministry?

**Program Review Schedule**

	2017-18	2018-19	2022-23	2023-24
ACMin (Undergraduate)	X		X	
ACMin (Graduate)		X		X

Data to support the review of the academic programs will consist of:

- Program administrators’ review of the program aims and objectives (purpose) in light of the ACMin mission and purpose
- Annual Faculty surveys
- Annual Student surveys



- Annual Alumni surveys (including job placement data)
- On-site mentor evaluations (Faith-in-Action Apprenticeships)
- Faculty evaluation of student artifacts
- Student success indicators including: retention, course completion, graduation, and job placement rates over time
- Program consistency review based on other similar institutions
- Other data as determined appropriate