HEARTLAND
CHRISTIAN•COLLEGE

Annual Institutional Effectiveness Report 2018/2019

Introduction

This report provides an overview of data in select areas of Heartland Christian College (HCC). HCC is a two-year Bible College designed to help students know God more, gain a sound biblical foundation, establish a Christian worldview, and prepare for their next step in life.

Mission: Our mission at Heartland Christian College is to equip and prepare students to be servants of Jesus Christ, lifelong learners, and effective workers in local churches and communities around the world.

Vision: Heartland Christian College is committed to providing affordable, quality biblical higher education in the context of a community of local and international learners striving for spiritual growth, discipleship, and preparation for life.

Student Information

Enrollment

Year	Headcount	Full-Time	Part-time	FTE
Fall 2014	34	12	22	21.5
Fall 2015	37	12	25	24
Fall 2016	41	14	27	25
Fall 2017	39	15	24	25
Fall 2018	38	23	15	27.75

Graduation Rate   Average GPA

Entering Cohort	Rate			Year	GPA
2013	50%			2014/2015	2.90
2014	20%			2015/2016	3.02
2015	100%			2016/2017	3.20
2016	100%			2017/2018	2.75
2017	86%			2018/2019	3.13

Faculty/Staff/Administration

Academic Year	Faculty #	Staff #	Admin. #	Teaching Admin.
2014/2015	5 Full time 2 Part time 1 Adjunct 2	4 Librarian Office Registrar/Enrollment Recruiter	3 President Academic Dean Dean of Admin/Dean of Students	3 President Academic Dean Dean of Students
2015/2016	5 Full time 2 Part time 1 Adjunct 2	4 Librarian Office Registrar/Enrollment Recruiter	3 President Academic Dean Dean of Admin./ Dean of Students	3 President Academic Dean Dean of Students
2016/2017	5 Full time 2 Part time 1 Adjunct 2	4 Librarian Office Registrar/Enrollment Recruiter	3 President Academic Dean Dean of Admin./ Dean of Students	3 President Academic Dean Dean of Students
2017/2018	6 Full time 2 Part time 1 Adjunct 3	11 Librarian Part-time Librarian Aide (3) Office Registrar/Enrollment/ Recruiter Administrative Aide Building Engineer Part-Time Custodian (2) Part-Time Front Desk Receptionist	3 President Academic Dean Dean of Admin./ Dean of Students	1 Academic Dean
2018/2019	4 Full time (1) Adjunct (3)	15 Librarian (1) Part-time Librarian Aide (3) Office (2) Registrar (1) Enrollment/ (1) Recruiter Administrative Aide (1) Building Engineer (1) Part-Time Custodian (2)	5 President Academic Dean Dean of Admin./ Dean of Students Assist. Dean of Students Assist. Dean of Administration	3 Academic Dean Assist. Dean of Administration Assist. Dean of Students

		Food Services Supervisor (1) Part-Time Cook (2)		

Academic Programs

Associate Degree in Biblical Studies

This is a two-year academic program with an area of concentration in Education, Missions, Worship Arts, or Interdisciplinary Studies. Graduating students must successfully pass and complete all requirements for a minimum of 64 credit hours.

Overview of Program Assessment Results

Objective 1: Students will exhibit a general knowledge and basic understanding of the Bible

7 of 9 students graduating in spring 2018 received an Associate Degree in Biblical Studies (Certificate students were exempted from taking the ABHE Bible Content Exam). 6 of 7 students who received the Associate Degree completed the ABHE Bible Content Exam. All 9 graduating students completed the pre-tests and post-tests in both Old Testament Studies and New Testament Studies. ***The objective for this area is considered met even though one measurement (OT pre/post test) fell below the stated objective.***

- **Bible Content Test (completed by 6 of 7 students graduating with Associates degrees)**
  Strong/Reliable/Objective tool; Online testing and data is very beneficial; the original objective was met by students increasing their raw pre-test/post-test scores by a group average of 21.5 points.

Objective is an average increase of 15 raw score points

Academic Year	# of Students Testing	Average Increase (Pts)
2014/2015	4	16
2015/2016	Graduating Certificate in Biblical Studies students did not take this pre/post test	
2016/2017	8	20
2017/2018	3	27.3
2018/2019	7	21.5

- **New/Old Testament Pre/Post Tests**
  New Testament Pre/Post Test was revamped by new NT Professor and Assessment Coordinator. New Testament Pre/Post Test was successfully administered. Average increase per student was 20.47 points. The stated goal was 15 points per student. **Objective was met**.

- Old Testament Pre/Post Test was revamped by new OT Professor and Assessment Coordinator. Old Testament Pre/Post Test was successfully administered to 15 students. Average increase per student was 8.33 points. Stated goal was 15 points per student. **Objective was not met.**

Objective is an average increase of 15 raw score points

Course	Academic Year	# of Students Testing	Average Increase In Raw Score
New Testament	2014/2015	2	20 pt. average increase in raw score
	2015/2016	10	13.9 average increase in raw score
	2016/2017	Test was not administered	N/A
	2017/2018	10	8.7 (46.22%)
	2018/2019*	17	21.5 (47.35%)
Old Testament	2014/2015	4	10.75 point average increase in raw score
	2015/2016	9	21 point increase
	2016/2017	Test was not administered	N/A
	2017/2018	8	18.75 (42.97%)
	2018/2019*	15	8.33 (18.36%)

*Exam was revamped, including the number of questions

- **Exit Survey**
  Good tool that was administered online to students graduating with an Associate Degree in Biblical Studies and student graduating with Certificate of Completion. Responses were on a 5-point scale from Strongly Agree to Strongly Disagree. The question that students responded to was **"**I am satisfied with my general knowledge and basic understanding of the Bible." 8/8 (100%) students at least "agreed." **Original objective was met.**

Objective is 80% at least "Agree"

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	% that at least "Agreed"
2014/2015	3	1	2				100%
2015/2016	2	2					100%
2016/2017	9	4	5				100%
2017/2018	3	1	2				100%
2018/2019	8	4	4				100%

Objective 2: **Students will utilize foundational academic skills**
This objective measures use of foundational academic skills in Oral Communication, Writing, Reading, and Financial Stewardship:
Oral Communication Skills: Objective met with three (3) measurement tools (speech feedback form, chapel feedback form, exit survey)
Writing Skills: Objective met with one (1) of two (2) measurement tools (writing sample analysis, exit survey)
Reading Skills: Objective met with one (1) of two (2) measurement tools (instructor research checklist, exit survey)

Financial Stewardship: Objective met with one (1) of two (2) measurement tools (budget formation, exit survey)

- **Oral Communication Skills**

  Speech Feedback Forms: These were forms with which the Instructor analyzes whether she can clearly identify the topic and speaker stance of student speaker's persuasive speeches. **Objective was met.**

Objective is at least 80% clearly identified

Academic Year	# with clear Identification	# without clear identification	% of Success
2014/2015	4	0	100%
2015/2016	Data Not Available		
2016/2017	7	0	100%
2017/2018	9	0	100%
2018/2019	16	0	100%

Chapel Feedback Forms: Good tool that was used by both adult and student audience members. 5/9 students met the objective; however, the survey was revised to include "somewhat agree" and the 4 students who were less than 80% all received some "somewhat agree" responses rather than "agree" responses. **Objective considered met.**

Objective is that 80% at least agree

Academic Year	# that at least 80% of audience at least agree that they have good speaking skills	# that less than 80% of audience at least agree that they have good speaking skills	% of Success
2014/2015	4	0	100%
2015/2016*	1	1	50%
2016/2017	4	1	80%
2017/2018	3	0	100%
2018/2019	5	4	55.6%

*Results based on Certificate students and not used for historical comparisons

Exit Survey: Good tool that was administered online to students graduating with an Associate Degree in Biblical Studies and Certificate of Completion. Responses were on a 5-point scale from 'Strongly Agree' to 'Strongly Disagree.' The question that students responded to was "I was given opportunity to utilize good oral communication skills during my HCC experience." 3/3 (100%) students at least "agreed". **Original objective was met.**

Objective is that 80% at least agree

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	% that at least "Agreed"
2014/2015	3	3					100%
2015/2016*	2	2					100%

2016/2017	9	5	4				100%
2017/2018	3	3					100%
2018/2019	8	6	2				100%

*Results based on Certificate students and not used for historical comparisons

- **Writing Skills**
  Formal Paper: Graduating students chose a paper from their HCC program that they feel portrays their best written work. This paper is critiqued by the HCC College Composition instructor against a written rubric. Samples from all students graduating with an Associate's Degree were evaluated. 3 of 7 students met at least four criteria. The three students who did not meet the objective successfully passed 3/5 criteria. **Original objective was not met.**

Objective is that 80% meet 4/5 college writing skills

Academic Year	# fulfilling at least 4/5 writing skills	# fulfilling less than 4/5 writing skills	% of Success
2014/2015	4	1	80%
2015/2016*	Data not available		
2016/2017	Data not available		
2017/2018	2	0	0%
2018/2019	3	4	42.3%

*Certificate graduates were not required to complete this assessment tool

Exit Survey: Good tool that was administered online to students graduating with an Associate's Degree or Certificate of Completion. Responses were on a 5-point scale from "Strongly Agree" to "Strongly Disagree." The question that students responded to was "I was given opportunity to utilize college-level writing skills during my HCC experience." 8/8 (100%) students at least "agreed." **Original objective was met.**

Objective is that 80% at least agree

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	% that at least "Agreed"
2014/2015	3	2	1				100%
2015/2016*	2	2					100%
2016/2017	9	6	3				100%
2017/2018	3	3					100%
2018/2019	8	4	4				100%

*Results based on Certificate students and not used for historical comparisons

- **Reading Skills**
  Instructor Research Checklist: Solid, objective measurement tool. In three courses that require research papers, the instructor completes a grading rubric which includes student reading and incorporating information from at least 3 college-level texts along with adequate source citation (two criteria for each student; hence the datum being large). A composite average is calculated in Life of Paul or Bible Research Life of Christ and two criteria per class. This objective was not measured in 2018/2019

Objective is that at least 80% read & incorporate 3 or more texts

Academic Year	# who read & incorporate at least 3 college-level texts	# who read & incorporate less than 3 college-level texts	Average % of Success
2014/2015	11 of 14 papers in 3 classes met this goal	3 of 14 papers in 3 classes did not meet this goal	78% (11/14) papers met this objective
2015/2016	Life of Paul – 3/3 (100%) Bible Research – 2/3 (67%) Life of Christ – 5/8 (62.5%)	Life of Paul – 0 Bible Research – 1/3 (33%) Life of Christ – 3/8 (37.5%)	77% average in all 3 classes
2016/2017	Life of Paul – 16/18 (89%) Bible Research–16/20 (80%) Life of Christ – 15/20 (75%)	Life of Paul – 2/18 (11%) Bible Research –4/20 (20%) Life of Christ – 5/20 (25%)	81% total average; criteria not met in Life of Christ
2017/2018	Life of Paul – 7/8 (88%) Bible Research–7/12 (58%) Life of Christ – 13/18 (72%)	Life of Paul – 1/8 (12%) Bible Research –5/12 (42%) Life of Christ – 5/18 (28%)	71% total average; criteria not met in Bible Research and Life of Christ
2018/2019	Objective not measure in 2018/2019	Objective not measure in 2018/2019	

Exit Survey: Good tool that was administered online to students graduating with an Associate Degree in Biblical Studies or Certificate of Completion. Responses were on a 5-point scale from "Strongly Agree" to "Strongly Disagree." The question that students responded to was "I was given opportunity to utilize college-level reading skills during my HCC experience." 8/8 (100%) students at least "agreed." **Original objective was met.**

Objective is that 80% at least agree

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	% that at least "Agreed"
2014/2015	3	2	1				100%
2015/2016	2	2					100%
2016/2017	6	3					100%
2017/2018	3	3					100%
2018/2019	8	6	2				100%

- **Financial Stewardship**

   Budget Formation: Normally, students in their last semester of their Associate in Biblical Studies degree or Certificate program worked with their Shepherd Group Leader to make a budget for their next season in life. Assessment was administered to all students graduating with an Associate's Degree or Certificate in Biblical Studies. They are provided a skill check rubric with 5 budgeting skills criteria which were evaluated by the Consumer Math instructor once the budget is constructed. 6 of 8 (75%) students met at least four criteria. 2 of 8 students (25%) met three criteria. Although this did not meet the 80% objective, HCC considers the intent of the **Original objective was met** as 6/8 is a significant number to meet the criteria.

Objective is that 80% will meet 4/5 budget skills

Academic Year		# of Students meeting at least 4/5 budget skills	# of students meeting less than 4/5 budget skills	% of students meeting at least 4/5 budget skills
2014/2015		4	0	100% (4/4)
2015/2016*		Data not available		
2016/2017		3	3	50% (3/6)
2017/2018		1	1	50% (1/2)
2018/2019		6	2	75% (6/8)

*Certificate graduates were not required to complete this assessment tool

Exit Survey: Good tool that was administered online to students graduating with an Associate Degree in Biblical Studies or Certificate of Completion. Responses were on a 5-point scale from "Strongly Agree" to "Strongly Disagree." The question that students responded to was **"I was given opportunity to utilize sound financial stewardship skills during my HCC experience."** 7/8 (87.5%) students at least "agreed." **Original objective was met.**

Objective is that 80% at least agree

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Neutral/ Somewhat Agree	Disagree	Strongly Disagree	% that at least "Agreed"
2014/2015	3	1	1		1		75% (2/3)
2015/2016*	2	2					100%
2016/2017	9	5	3				100%
2017/2018	3	3					100%
2018/2019	8	4	3	1			87.5%

*Results based on Certificate students and not used for historical comparisons

Foundational Academic Skills Overview
For each tool, 80% proficiency is the objective

Year	Oral Comm.	Oral Comm.	Writing Skills	Reading Skills	Financial Stewardship
	Speech Feedback Form	Chapel Feedback Form	Written Paper	Research Reading & Incorporation	Budget Formation
2014/2015	(4/4) 100% reached proficiency	(4/4) 100% reached proficiency	(3/4) 75% reached proficiency	Life of Paul: 100% (5/5) proficiency Bible Res. 67% (4/6) reached proficiency Life of Christ: 75% (3/4) reached proficiency	100% (4/4) reached proficiency
2015/2016*	Data not available	½ (50%) based on Certificate students	Tool not used for Certificate students	Life of Paul: 100% (3/3) proficiency Bible Research: 67% (2/3) proficiency Life of Christ: 63% (5/8) proficiency	Tool not used for Certificate students

2016/2017	7/7 (100%) reached proficiency	4/5 (80%) reached proficiency	Tool not used due to instructor transition	Life of Paul: 89% (16/18) proficiency Bible Research: 80% (16/20) proficiency Life of Christ: 75% (15/20) proficiency	3/6 (50%) reached proficiency
2017/2018	3/3 (100%) reached proficiency	3/3 (100%) reached proficiency	1/2 (50%) reached proficiency	Life of Paul – 7/8 (88%) Bible Research–7/12 (58%) Life of Christ – 13/18 (72%)	1/2 (50%) reached proficiency
2018/2019	16/16 (100%) Reached proficiency	5/9 (55.6%) Reached proficiency	3/7 (42.3%) Did not reach proficiency	Data not collected this academic year	6/8 (75%) reached proficiency

*Results included students graduating with Certificates

Objective 3: (Students will employ critical thinking skills in order to solve problems)
All three tools have been in use for multiple years and provide useful outcomes. **This objective was met.**

- **Course Syllabi Review**
  This appears to be a solid, objective tool. The Academic Dean reviews course syllabi, noting portions of the syllabi/course calendar that are highlighted to indicate that they require critical thinking. **Original objective was met.**

Objective is that 80% of syllabi contain highlighted critical thinking aims

Year	Fall Results	Spring Results
2014/2015	58% (7/12)	64% (9/14)
2015/2016	100% (12/12)	100% (13/13)
2016/2017	92% (11/12)	100% (12/12)
2017/2018	75% (3/4)	No syllabi sample taken
2018/2019	100% (8/8_	83% (5/6)

- **Exit Plan Form**
  Continues to be a good tool to use and discuss with a Shepherd Group Leader prior to graduation. Traditional students work through a series of items in order to have a smooth transition from Bible College. Plan was completed by students graduating with Associate's Degree or Certificate in Biblical Studies. 7/8 (87.5%) students completed this form. **Objective has been met.**

Objective is that 80% complete all checklist items

Year	Student Sample	% of Completion
2014/2015	4	100% (4/4)
2015/2016	2	100% (2/2)
2016/2017	9	100% (9/9)
2017/2018	3	100% (3/3)
2018/2019	8	87.5% (7/8)

- **Exit Survey**
  Good tool that is normally administered online to students graduating with an Associate Degree in Biblical Studies or Certificate of Completion. Responses were on a 5-point scale from Strongly Agree to Strongly Disagree. The question that students responded to was "I was required to employ critical thinking skills in order to solve problems during my HCC experience." 8/8 (100%) students at least "agreed." **Original objective was met.**

Objective is that 80% at least agree

Year	Student Sample	% of Agreement
2014/2015	3	100% (3/3)
2015/2016	2	100% (2/2)
2016/2017	7	100% (2/2)
2017/2018	3	100% (3/3)
2018/2019	8	100% (8/8)

Objective 4: (Students will explain their convictions regarding their faith in Christ, the inerrancy of His Word, and living with a biblical worldview)
Both of these tools worked well and the objective was considered met for both with the result that this

- **Exit Survey**
  Good tool that is normally administered online to students graduating with an Associate Degree in Biblical Studies and Certificate of Completion. Responses were on a 5-point scale from Strongly Agree to Strongly Disagree. The question that students responded to was "I can explain my convictions regarding my faith in Christ, the inerrancy of His Word, and living with a biblical worldview." 3/3 (100%) students at least "agreed." **Original objective was met for each of the three areas.**

Objective is 80% agreement that student believes they can explain these convictions

Year	Student Sample	% of Agreement
2014/2015	3	100% (3/3)
2015/2016	2	Bible inspired & inerrant 100% Faith in Jesus Christ 100% Biblical Worldview 100%
2016/2017	9	Bible inspired & inerrant 100% Faith in Jesus Christ 100% Biblical Worldview 100%
2017/2018	3	Bible inspired & inerrant 100%

		Faith in Jesus Christ 100% Biblical Worldview 100%
2018/2019	8	Bible inspired & inerrant 100% Faith in Jesus Christ 100% Biblical Worldview 100%

- Graduate Interview
  This again proved to be a valuable tool for determining the ability of students to reflect on and speak about their belief system. Students who graduated with an Associate Degree were interviewed by a panel of faculty/staff concerning their HCC experiences and growth. HCC is pleased with these scores. All six topics were calculated into a composite average. When rounded to the nearest whole number, 100% (7/7) of all the students scored a "4" or higher on this composite score. In addition, the overall average for each topic was above 4.22. **Objective was met.**

<div align="center">Objective is 80% score an average "4" out of "5"</div>

Year	Student Sample	% receiving at least a "4" average score
2014/2015	4	100% (4/4)
2015/2016*	2	100% (2/2)
2016/2017	9	78% (7/9)
2017/2018	3	100% (3/3)
2018/2019	7	100% (7/7)

*Results based on Certificate students and not used for historical comparisons

Objective 5: (Students will demonstrate growth in spirituality, character, and service)
The desire of this assessment is to give a good snapshot of "before and after" in the area of spiritual formation. Students both self-evaluate and are evaluated by college staff/faculty (see below). **The objective was not met.**

- **Spiritual Growth Survey Pre/Post Assessment**
  All graduating students evaluated themselves on a 1-5 scale in multiple areas in the categories of spirituality, character and service the first semester of their first year and the second semester of their second year. Students were expected to perceive growth in 50% of the areas. **Objective was not met.**

<div align="center">Objective is 80% of students perceive growth in 50% of the areas</div>

Year	Student Sample	% perceiving self-growth
2014/2015	4	100% (4/4)
2015/2016	Data unavailable as new tool is under construction	
2016/2017	Data unavailable as new tool is under construction	
2017/2018	2	100% (2/2)
2018/2019	9	55.6% (5/9)

Some students rated themselves high at the beginning of their program at HCC. After 2 years of Bible study and assessment of their own character in the light of biblical teaching, these students rated themselves lower in some areas than when they began. While this does not meet the stated objective, it does indicate growth in self-assessment.

- **Leader's Pre/Post Evaluation**
  Leaders completed a survey regarding each traditional student's incoming level of spirituality, character, and service. The same survey was completed near the end of each student's program of study. This instrument appears to be most accurate and helpful when the same leader completes both the pre and post evaluations. According to evaluation results each students grew when averages were calculated across three areas. Leaders perceived growth in 2 of 3 areas in 8 of 9 students. **The objective was met.**

Objective was that 80% of students show growth in all areas

Year	Student Sample	% demonstrating growth
2014/2015	4	75% (3/4)
2015/2016	2	50% (1/2)
2016/2017	0	N/A
2017/2018	4	100% (4/4)
2018/2019	9	88.9% (8/9)

Objective 6: (Apply foundational biblical teaching in future decisions and lifestyle choices) A one-year post-graduation survey is given annually, and an alumni survey is given every 3 years. This year only the post-graduate survey was given, and the **objective was met.**

- **1-year Post Graduation Survey**
  This tool is a useful tool for assessing graduate feedback one year after initial graduation from the Associate in Biblical Studies program or completion of a certificate in Biblical Studies. 5 alumni responded to this survey. Of that sample, 4/5 (80%) indicated that they apply foundational biblical teaching in current decisions and lifestyle choices.

Objective is that 80% apply foundational biblical teaching in current decisions and lifestyle choices

Year	Responding Student Sample	Percentage
2013/2014	4	100%
2014/2015	4	100%
2015/2016	4	100%
2016/2017	4	100%
2017/2018	3	100%
2018/2019	5	80%

Academic Programs

Areas of Concentration

Areas of Concentration consist of 9 hours in each specific area, plus an additional 3 credit hours from any other concentration. For this academic year, HCC graduated 7 students with areas of concentration. Areas of Concentration were as follows: 1 in Education, 0 in Worship Arts, 4 in Missions, and 2 in Interdisciplinary Studies. Student samples continue to be very small which easily effects results.

Education-

Graduate Survey	Identify opportunities to explore biblical patterns of education	Spring 2019: 1 student graduated in this area and "agreed"
Graduate Survey	Identify practical experiences with introductory teaching tools and concepts	Spring 2019: 1 student graduated in this area and "agreed"
Course Syllabi	Discussion of Biblical patterns of education	Fall 2018: Creative Bible Teaching (Yes) 10/18, 10/23, 10/30, 11/1
Methods & Observations Logs	Students accomplish 10 hours of classroom observation per semester	2018/2019: 100% (1/1) of graduating students logged at least 10 hours of observation per semester

Worship Arts

Graduate Survey	Identify biblical patterns of worship	No students graduated with this area of concentration
Graduate Survey	Provided practical hands-on worship experiences	No students graduated with this area of concentration
Course Syllabi	Discussion of Biblical patterns of worship	No students graduated with this area of concentration
Worship Team Roster	Gained practical experience in worship area	No students graduated with this area of concentration

Missions

Graduate Survey	Identify biblical patterns of evangelical missions	4/4 (100%) students at least 'agreed'
Course Syllabi	Discussion of biblical patterns of evangelical missions	Fall 2018: Evang. in NT (Yes) – 10/30, 11/8, 11/13, 11/15
Missions Practicum Checklist	Short-Term Missions trip completed	2018/2019: 4/4 (100%) of students completed this document
Post-Trip Feedback Form	Identified practical mission trip experiences	2018/2019: 4/4 (100%) of students completed this document

Interdisciplinary Studies

Graduate Survey	Identified biblical perspectives of ministry	Spring 2019: 2/2 (100) at least "agreed"

Graduate Survey	Identified at least 1 area of interest for exploration	Spring 2019: 2/2 (100%) of students at least "agreed"
Course Syllabi	Discussion of biblical patterns of ministry	Fall 2018: Yes 9/17, 10/1, 10/8, 10/15, 10/22, 10/29, 11/5, 11/12
Career Counseling Survey given in Practical Min. II	Identified 3 areas of possible interest	2018/2019 – No students enrolled in Practical Ministries II

Although the student samples are quite small, from the current data, it appears that these areas of concentration are fulfilling their goals.

Certificate of Completion

This non-accredited program is available for students with special needs including academic, social, or specific life circumstances. Students are recommended for this certificate of completion by the Academic Dean and/or the Dean of Students.

One student received a Certificate of Completion due to academic challenges. This student successfully completed 34 credit hours of course work over a period of 2 years. The student also completed an informal Graduate Interview in which she clearly articulated truths of the gospel and understanding of a biblical worldview and its application in her own life.

Certificate in Biblical Studies

This non-accredited program is designed to meet the needs of adult learners completing the certificate over a period of time or for traditional students desiring only one year of biblical study. It provides a biblical foundation and an introduction to the work of Christian ministry.

One traditional student completed the Certificate in Biblical Studies program in spring 2019. They completed at least 30 hours of specific biblical/theological courses over a period of 2 years. He performed adequately in each course and identified personal growth in biblical understanding. The traditional student completed an informal Graduate Interview in which he clearly articulated truths of the gospel and understanding of a biblical worldview and its application in his own life.

Senior Bridge
This program allows qualified Heartland Christian Academy (HCA) seniors to take part in and receive college credit for college courses while still in high school. This is not a dual enrollment, as HCA will not necessarily give high school credit for the college course(s) taken. No students participated in the senior bridge program in 2018-2019.

Institutional Effectiveness

Institutional Units Assessment Results
The following institutional units structured plans and analyzed results for the 2018-2019 academic year. Each unit used the results to formulate recommendations or actions to be taken which are tied to the results.

- **Office of the Academic Dean**
  Office Assessment Plan: Two methods of assessment were utilized. First, at the end of semester Writing Workshop Exit Surveys will indicate that at least 75% of students who attended at least 5 writing workshops per semester at least "agree" that they grew in their writing confidence. Second, at the end of semester Writing Workshop Reports will indicate that personnel identify at least one writing skill that improved for at least 75% of students attending at least 5 writing workshops per semester.
  Results: Concerning method (1) 6/6 (100%) of students attending at least 5 writing workshops per semester at least "Somewhat Agreed" that they grew in their writing confidence; 3/6 (50%) "Strongly Agreed."In Pronunciation Workshops, 83% of such students strongly agreed that these workshops were beneficial. Concerning method (2) Writing workshop personnel identified MLA documentation, Verb tenses, and Research Skills improved for these students overall.
  Actions: The Academic Dean's Office to continue to monitor, strengthen, and improve this academic service in coming years
  Objective was met

- **Office of the Dean of Administration**
  Office Assessment Plan: Two methods of assessments were planned. First, from a schedule of purchases that is tied to the planned budget, each department will submit monthly reports indicating the percentage of items budgeted for and purchased within that month as well as the percentage of items not purchased within the schedule. Second, From a schedule of purchases that is tied to the planned budget, each department will submit monthly reports indicating the number and amount of out-of-budget expenses for that month.
  Results: Neither method was implemented due to changes in budgeting software.
  Action: Dean of Administration's Office plans to utilize these methods in 2019/2020 academic year
  Objective was not met

- **HCC Library**
  Office Assessment Plan: Two methods were utilized. First, monthly emails will be sent to faculty requesting library suggestions on the first Friday of every month. Second, a question will be added to the Library Satisfaction Survey asking to what degree they agree that books recommended by faculty (verbally, in assignments, or on the syllabus) were available in the HCC library.

Results: Concerning method (1) Only 4 emails were sent. Two in the fall semester and 2 in the spring. Received book suggestions from 7 faculty/staff members. Concerning method (2) 92.5% agreed that books recommended by instructors are actually available in the library.

Actions: Librarian plans to continue emailing instructors, with emails being reduced to twice per semester.

Objective was met

- **HCC Office**
  Office Assessment Plan: One method of assessment was utilized concerning student bill payment. Statements with students' outstanding balances will be sent out by the 15th of each month. A log will be kept with the dates when monthly statements were sent out.
  Results: Statements were sent out every month, however, the methods of assessment stated above were not used. Proof of assessment can be found in the Student Billing file kept by Jennie. Some statements were not sent out by the 15th of each month, but statements were sent out every single month, even if it was a later date.
  Actions: Continue sending statements every month with a deadline of the 15th of each month (or whatever date would be at least 15-20 days prior to the due date for each billing cycle. Also, create a spreadsheet of students with outstanding balances at the end of a semester. Students will stay on list until balance is paid in full.
  Objective was met

- **Admissions**
  Office Assessment Plan: Two methods of assessment were utilized. First, the admissions officer will track communication with applicants through a manual electronic tracking system. Second, the results of the tracking system will be reported in a monthly enrollment report.
  Results: Concerning the method (1), Consistent communication was successful during this process; however, an electronic tracking system was not developed. An electronic reminder and paper review system was used to complete the action. Concerning method (2), 95% of applicants were contacted on a bi weekly basis which increased to weekly with the same results.
  Actions: Implement improvements to method used for greater accuracy and reporting

- **Recruiter**
  Office Assessment Plan: Two methods of assessment were utilized. First, Recruitment actions will be recorded manually in report form for outside events by the recruiter assigned to the event. Second, all other recruitment actions such as mailings, phone calls, text messaging, etc. will be manually recorded on forms provided and filed in the recruitment office.
  Results: Concerning method (1), 83% Recruitment actions were recorded and reported successfully ten out of twelve months. Concerning method (2) Although all text

messaging was not recorded, 80% of all actions done for recruitment were successfully recorded manually and filed electronically in report form.

Actions: The action recommended to be taken would be to have the goal of 100% completion achieved by greater priority to reporting during busier months of the academic year.

- **Office of the President**
  Office Assessment Plan: Two methods of assessment were utilized. First, an updated advancement plan will be developed by August 30, 2018, including plans for donor acquisition and alternative revenue sources. Second, these contacts will be tracked through the Office of the President's donor database
  Results: Concerning method 1, rather than developing an updated advancement plan, HCC hired an outside consultant (the Savage Group) to help with leadership and donor development.
  Actions: HCC should continue to work with the Savage Group in development activities

Institutional Survey Results

- **Admissions/Enrollment Survey**
  This survey reflects that incoming students continue to be generally satisfied with the admissions and enrollment services. Fifteen fall enrollees were surveyed. Students responded to factors for enrolling at HCC as follows:

Reflects percentage who identified item as a factor in enrollment at HCC

Enrollment Factor	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Desire for Spiritual Growth	100%	85.7%	100%	88%	86.6%
Cost (tuition & board)	100%	100%	100%	50%	73.3%
Size of Institution	50%	42.8%	100%	50%	40.0%
Future Employment Opportunities	50%	14.2%	66.7%	0%	26.6%
Geographic Setting	50%	42.8%	66.7%	25%	13.3%
Appearance of School	100%	28.5%	66.7%	13%	40.0%

Reflects student responses to items regarding admissions/enrollment fall 2018

Items	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Recruiting & admissions staff accurately portray the school	46.6% (7/15)	40.0% (6/15)	13.3% (2/13)		
Requested college materials were received in a timely manner	40.0% (6/15)	40.0% (6/15)	13.3% (2/13)	6.6% (1/13)	
Personalized attention prior to enrollment was received	20.0% (3/15)	66.7% (10/15)	13.3% (2/13)		
The admissions office is responsive to prospective students' unique needs and requests	46.6% (7/15)	46.6% (7/15)	6.6% (1/15)		
Personnel involved in enrollment are helpful	60.0% (9/15)	40.0% (6/15)			

Administrative offices are open during hours which are convenient for most students	46.6% (7/15)	53.3% (8/15)			
Enrollment procedures are clear and effective	20.0% (3/15)	73.3% (11/15)	6.6% (1/15)		
Program requirements are clear and reasonable	46.6% (7/15)	46.6% (7/15)	6.6% (1/15)		
Class change, add and drop policies are reasonable	26.6% (4/15)	46.6% (7/15)	26.6% (4/15)		

- **Institutional Integrity Survey**
  Students, faculty, and staff completed this survey in an online format which worked well (results were combined for the purposes of this report). Percentage reflects students who 'agreed' or 'strongly agreed.'

Reflects the percentage of respondents that agreed or strongly agreed with each statement

Integrity Statement	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2019
HCC publications, statements, and advertising give accurate and fair descriptions	87.5% (7/8)	94% (15/16)	90.5% (19/21)	95.6% (22/23)	92.1% (35/38)
HCC encourages respect for Heartland and surrounding communities	100% (8/8)	88% (14/16)	95.2% (20/21)	95.6% (22/23)	100% (38/38)
HCC appears to work with integrity in all financial matters	87.5% (7/8)	94% (15/16)	85.7% (18/21)	91.2% (21/23)	100% (38/38)
HCC consistently treats all students as equal	87.5% (7/8)	100% (16/16)	76.2% (16/21)	78.2% (18/21)	86.8% (33/38)
HCC encourages respect for diverse backgrounds and perspectives	100% (7/8)	100% (15/16)	95.2% (20/21)	100% (21/21)	94.7% (36/38)

- **Student Satisfaction Survey**
  Students completed online surveys regarding satisfaction with 4 general areas of the Institution plus 4 areas of contracted services. Students rated several statements within each area and the area received a total score based up to 5.0. Overall, students indicate high satisfaction with the institution. Overall student satisfaction was 4.31.

Area of Institution	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Campus Climate	4.50	4.41	4.22	4.57	4.34
Concern for the Individual	4.61	4.28	4.30	4.62	4.28
Course Effectiveness	4.42	4.45	4.22	4.56	4.34
General Campus, Housing and Student Life	4.27	4.43	4.18	4.49	4.25

Contracted Services	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Bookkeeping	4.75	4.63	4.29**	4.54	4.52
Custodial/Maintenance	4.38	4.65	4.22	4.63	4.31
Food Service	4.27	4.27	4.25	4.46	4.24
Human Resources	4.28	3.71	4.04	4.31	N/A

Institutional Advancement

Institutional Advancement continued to be developed during the 2018/2019 academic year. The President and Advancement Committee continued forming plans for increasing streams of revenue, and donors were added throughout the academic year. In addition to regular donors, HCC held its Friends of the College dinner which again highlighted the international student scholarship fund.

Donor Base

Timeframe	# Monthly Donors	# Total Donors	# Major Donors ($1000 +)	Total Donations	
Aug. 2014 – July 2015	27	48	4	CNSIMI: Other Total	$390,176 $41,741 $431,917
Aug. 2015 – July 2016		58		CNSIMI: Other Total	$530,770 $31,865 $562,644
Aug. 2016 – July 2017	25	61	6	CNSIMI: Other Total	$580,631 $39,455 $620,086
Aug 2017-July 2018	28	61	8	CNSIMI: Other: Total:	$619,932 $28,131 $648,063
Aug 2018-July 2019	26	53	8	CNSIMI: Other: Total:	$734,193 $25,513 $759,706

Student Services

Library

- **Library Statistics**

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Catalogued Volumes	9714	9858	10178	10588	10969	11434
Catalogued Titles	9008	9787	10109	10520	10796	11259
Periodical Subscriptions	23	23	23	23	23	15
Average Monthly Circulation	89	162	163	133	192	131
Staffing: 1. Librarians 2. Support Staff	1 1	1 1	1 1	1 2	1 3	1 3
Budget for Information Resources	$39,691.54	$39,692.00	$37,784.50	$36,501	$53,830	$65,557
Expended for Information Resources	$31,989.32	$35,407.02	$29,216.50	$38,513.08	$39,649	$53, 830

*Budget and expenses include salaries for the first time

- **Library Student Satisfaction**

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Frequency					
Daily	37.5%	41.6%	17.6%	7.1%	29.6%
1/week	62.5%	41.6%	52.9%	28.6%	55.5%
1/month		8.3%	29.4%	64.3%	14.8%
1/year					
Never		8.3%			
Type					
Audio/Visual	62.5%	33.3%	11.7%	14.3%	7.4%
Reference	62.5%	100%	100%	85.7%	92.5%
Non-Fiction	37.5%	41.67%	41.1%	21.4%	22.1%
Magazines	25%	50%	23.5%	14.3%	11.1%
Fiction	12.5%	25%	17.6%	7.1%	3.7%
Journals	12.5%	16.67%	5.8%	21.4%	25.9%
Satisfaction					
Very Satisfied	75%	91.67%	80%	75%	71.4%
Satisfied	25%	8.3%	20%	25%	28.6%
No Response/Not Applicable					

Use of the library continues to grow as the library develops and as instructors utilize its materials for classroom assignments. Class-driven usage is strong by the indication that all students used reference materials, which students would not normally use on their own initiative. Students were surveyed in terms of satisfaction with specific aspects of the library; however the students were not asked about overall/general satisfaction with the library.

Fun Nights

- 2018/2019 Roster
  Sep: Bonfire with alumni
  Oct: Worship/Fellowship Night with Rihaneks
  Jan: Worship/Fellowship Night with Smiths
  Mar: Volleyball Night
  Mar: Movie Night

- **Student Satisfaction**

Category	Agree or Strongly Agree	Neutral/Some-what Agree	Disagree Or Strongly Disagree
Looked forward to Fun Nights	77.7%	14.8%	7.4%
Adequate number of Fun Nights	48.1%	40.7%	11.1%
Centered around relational activities	85.1%	14.8%	
Conducive to building relationships	85.1%	11.1%	3.7%

- **Objectives**
  Objective 1: At least 3 Fun Nights are held each semester: **objective met**
  Objective 2: A variety of different social activities are offered throughout the academic
   year: **objective met**
  Objective 3: Fun Night settings are conducive to building relationships with peers and
  leaders: **objective met**

Fun Nights once again proved to be popular with most students. The Student Council scheduled and planned all Fun Nights for the academic year.

<u>Shepherd Groups</u>

- **Assigned Groups**
  Rihanek: Metsker, Rodrigue, N Davis, Grissom, Rogers, Harvey
  N Mayes: J Davis, Metzger, Eldho, Leckich, Milad
  Melton: Hanley, Platz, Say, Ta Paw
  Cridlebaugh: Gruben, Wah, Moo, Billiot
  Nickerson: Wilson, Emerson
  J Mayes: Baron, Flores
  J Barton: Win, Shee Paw
  C Rutherford: Su, Helms
  S Rutherford: Scott
  D Barton: Wenger
- **Student Satisfaction**

Category	Strongly Agree/Agree	Somewhat Agree	Disagree	Strongly Disagree
One-on-one weekly/regular meetings	70.3%	18.5%	11.1%	
Received helpful guidance	77.7%	18.5%	3.7%	

In the areas of helpful guidance around specific issues, 80.7% received help in spiritual issues, 76.9% students received help in relational issues, 80.7% received help in and spiritual issues, and 69.2% received help in personal issues.

- **Objectives** *(goal is 85% achievement of each)*
  Objective 1: Each traditional student is paired with a seasoned leader each semester: **objective met**
  Objective 2: Each traditional student meets one-on-one with their leader on a regular basis: **objective not met**
  Objective 3: Each traditional student receives helpful guidance within each semester: **objective met**

Servanthood

- **Student Satisfaction (graduating students only)**

Category	Agree or Strongly Agree	Neutral	Disagree or Strongly Disagree
Can explain biblical basis for serving others	100%		
Developed a desire to find ways to serve others	100%		
Was involved in hand-on serving projects	87.5%		
Can identify ways communities were benefited by servanthood	100%		
I see graduates continuing to serve	87.5%		

- **Objectives**
  Objective 1: Students will develop a biblical understanding of the need for a lifestyle of service: **objective met**
  Objective 2: Students will develop a desire to serve others: **objective met**
  Objective 3: Students will gain practical experience in serving others: **objective met**
  Objective 4: The Heartland Community as well as communities around Heartland benefit from the service of HCC students: **objective met**

  Graduating students completed this survey, having completed all four sections of Servanthood. These students indicated strong satisfaction with the Christian Service area.

College Meeting Days

- **Schedule**

Date	Activity
Oct. 10-11	Meeting Day, Columbia Trails & Picnic
Nov. 19-20	Bowling, Tour of Dennis Thomas's church
Mar. 12	Meeting day with staff
May 3	Special Graduate Sharing Meeting, Baccalaureate Service

- **Student Satisfaction**

Category	Agree/Strongly Agree	Somewhat Agree	Disagree
Offered enjoyable experiences	100%		
Provided meaningful experiences	96.2%		
Offered opportunities to think, talk, relate with peers	100%		

Offered opportunities to think, talk, relate, with faculty, staff, administration	96.2%		
Beneficial for the future	100%		

- **Objectives**

Objective 1: Students will identify College Meeting Days as meaningful, enjoyable times: **objective met**
Objective 2: College Meeting Days will provide opportunities for students to think, talk, and relate with peers in a variety of students: **objective met**
Objective 3: College Meeting Days will allow students to interact with faculty, staff, and administration in a variety of settings: **objective met**

Two College Meeting Days were scheduled between each block of classes. This did not appear to diminish the effectiveness of these meetings as students were well satisfied with these experiences.

Chapel

- **Speaker Overview**

Category	#
Alumni	3
Other Guests	5
Student Speakers	18
HCC Adults	14

- **Student Satisfaction**

Category	Strongly Agree/Agree	Somewhat Agree	Disagree
Chapels featured worship time	100%		
Chapel worship times meaningful	96.2%	3.7	
I was normally engaged in chapel worship times	96.2%	3.7%	
Chapel speakers challenged me in my walk with God	100%		
Adequate variety of chapel speakers	92.6%	3.7%	3.7%
Opportunity to hold a leadership position	74.0%	14.8%	11.1%
Opportunity to practice a new leadership skill	92.9%		7.1%

- **Objectives**

Objective 1: Engage students in meaningful worship: **objective met**
Objective 2: Provide speakers who challenge students to grow in their walk with God: **objective met**
Objective 3: Provide a platform for students to experience leadership responsibilities in meetings: **objective met**
Students are well-satisfied with the chapel program this academic year.

<u>Residential Assistant responsibilities were not assigned in 2018/2019</u>

<u>Non-Traditional Students</u>
- **Student Satisfaction:** For 2017/2018, Highest scores included questions that were 85% or 71% 'strongly agree' with the remainder 'agree.' Lowest scores included questions that were answered with one 'neutral' or one 'disagree.'

	Highest Score	**Lowest Scores**
2014/2015	Classes are scheduled at times that are convenient for me	Required books for classes are easy to obtain
	Payment Options meet my needs	The library is open at times that are convenient for me
	Monday night course offerings are subjects I am interested in	
	Non-traditional students are well-received as part of HCC	
2015/2016	Concepts taught in class helped my walk with God	The library is open at times that are convenient for me
	Monday night course offerings are subjects I am interested in	Instructors are available outside of classroom time
2016/2017	Concepts taught in class helped my walk with God	The library is open at times that are convenient for me
	Non-traditional students are well-received as a part of HCC	Instructors are available outside of classroom time
2017/2018	Personnel involved in registration are helpful	Non-traditional students are well received as part of HCC (1 neutral)
	Course registration is clear and convenient	Instructors are available outside of class time (1 neutral)
	I find the concepts taught in classes aid me in my walk with God	The library is open at times that are convenient for me (1 disagree)
	Required books for classes are easy to obtain	
	Monday night course offerings are subjects I am interested in	
2018/2019	Personnel involved in registration were helpful	The library is open at time that are convenient for me
	I find the concepts taught in classes aid me in my walk with God	Classes are scheduled at times that are convenient for me

Exit Survey

Four students graduated and took the survey. Composite scores (C.S.) were calculated and compared with the prior year.

Item	Strongly Agree	Agree	Somewhat Agree	C.S. 2018-2019	C.S. 2017-2018	C.S. 2016-2017
I believe that the Bible is the inspired and inerrant Word of God	7 87.5%	1 12.5%		4.88	5.00	4.78
I feel prepared to explain my convictions regarding the Bible as the inspired Word of God	5 62.5%	3 37.5%		4.63	5.00	4.56
I feel prepared to explain my convictions regarding my faith in Jesus Christ	6 75%	2 25%		4.75	5.00	4.67
I feel prepared to explain my convictions regarding living life based on a biblical worldview	5 62.5%	3 37.5%		4.63	5.00	4.44
I believe that my experiences at HCC helped me grow in my walk with God	8 100%			5.00	4.75	4.67
I understand a life of discipleship better as a result of my experiences at HCC	6 75%	2 25%		4.75	4.75	4.67
I have a desire to continue serving others as a result of my experiences at HCC	6 75%	2 25%		4.75	4.75	4.33
I am satisfied with my general knowledge and basic understanding of the Bible	4 50%	4 50%		4.50	4.38	4.44
I was required to use critical thinking skills in order to solve problems during my Bible College experience	6 75%	2 25%		4.75	4.75	4.78
I was given opportunity to utilize good oral communication skills during my Bible College experience	6 75%	2 25%		4.75	5.00	4.67
I was given opportunity to utilize college-level writing skills during my Bible College experience	4 50%	4 50%		4.50	5.00	4.56
I was given opportunity to utilize college-level reading skills during my Bible College experience	6 50%	2 25%		4.75	4.75	4.44
I was given opportunity to utilize sound financial stewardship skills during my Bible College experience	4 50%	3 37.5%	1 12.5%	4.38	4.75	4.44
I feel prepared for my next step in life as a result of my experiences at HCC.	6 75%	2 25%		4.75	4.75	4.56
I would recommend attending HCC to others.	7 87.5%	1 12.5%		4.88	5.00	4.67
Composite Score Average Total				**4.71**	**4.84**	**4.58**