



Annual Institutional
Effectiveness Report
2021/2022

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 biblical 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 2017	39	15	24	25
Fall 2018	38	23	15	27.75
Fall 2019	40	15	25	25.17
Fall 2020	25	9	16	15.92
Fall 2021	22	10	12	17

Graduation Rate

Average GPA

Entering Cohort	Rate			Year	GPA
2016	100%			2017/2018	2.75
2017	86%			2018/2019	3.13
2018	71.4%			2019/2020	3.07
2019	66.6%			2020/2021	3.21
2020	100%			2021/2022	3.34

Faculty/Staff/Administration

Academic Year	Faculty #	Staff #	Admin. #	Teaching Admin.
2019/2020	4 Full time (1) Adjunct (3)	12 Library Head Librarian (1) Part-time Aide (2) HCC Office (1) Registrar (1) Enrollment (1) Recruitment (1) Bldg. Engineer (1) Part-time custod. (2) Food Services Supervisor (1) Part-Time Cook (2)	5 President Academic Dean Dean of Admin./ Dean of Students Assist. Dean of Students Assist. Dean of Administration	4 President Academic Dean Assist. Dean of Administration Assist. Dean of Students
2020/2021	4 Full time (1) Adjunct (3)	9 Head Librarian (1) Part-time Lib. (2) Aides HCC Office (1) Registrar (1) Enrollment (1) Recruitment (1) Part-time janitor (2)	4 -President -Academic Dean -Dean of Admin -Assistant Dean of Students	4 -President -Academic Dean -Dean of Admin -Assistant Dean of Students
2021/2022	3 Full time (1) Adjunct (3)	11 Head Librarian (1) Part-time Lib. (3) Aides HCC Office (1) Registrar (1) Enrollment (1) Recruitment (1) Part-time janitor (2) Part-time Front Desk (1)	4 -President -Academic Dean -Dean of Admin -Assistant Dean of Students	4 -President -Academic Dean -Dean of Admin -Assistant Dean of Students

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**

This objective is measured by 3 tools, each with a pre-test and a post test. In 2021/2022, the objective was met for all of the tools . **Objective 1 is met.**

Tool #1: ABHE Bible Content Test

Strong/Reliable/Objective tool that has been used for many years. Online testing and data is very beneficial. Six students completed both the pre and post test. All students increased their raw score, with the average being 21.33 points. **Objective was met.**

Objective is an average increase of 15 raw score points

Academic Year	# of Students Testing	Average Increase (Pts)
2015/2016	Graduating Certificate in Biblical Studies students did not take this pre/post test	
2017/2018	3	27.3
2018/2019	7	21.5
2019/2020	14	16.2
2020/2021	No Data due to testing revisions	
2021/2022	6	21.33

Tool #2: New Testament Pre/Post Tests

Objective tool that has been used for several years. New Testament Pre/Post test was successfully administered to 3 students. Average increase per student was 48%. The stated goal was an average of 10% growth. **Objective was met.**

Objective is an average increase of 10% (objective changed to this in 2019/2020)

Course	Academic Year	# of Students Testing	Average Increase In Raw Score
New Testament	2019/2020	9	21.66%
	2020/2021	6	65.37%
	2021/2022	3	48%

Tool #3: Old Testament Pre/Post Test

Objective tool with revised test used for several years. Old Testament Pre/Post Test was successfully administered to 3 students. Average increase was 27.32% growth. Stated goal was an average of 10% growth. **Objective was met.**

Objective is an average increase of 10% (objective changed to this in 2019/2020)

Course	Academic Year	# of Students Testing	Average Increase In Raw Score
Old Testament	2019/2020	4	27.67
	2020/2021	5	27.32%
	2021/2022	3	27.32%

Student Input: Exit Survey

Good tool administered online to students graduating with an Associate Degree in Biblical Studies. Responses are on a 5-point scale from Strongly Agree to Strongly Disagree. The question that students respond to is "I am satisfied with my general knowledge and basic understanding of the Bible."

Objective is 80% at least "Agree"

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	% that at least "Agreed"
2017/2018	3	1	2				100%
2018/2019	8	4	4				100%
2019/2020	No data due to Covid-19 complications						
2020/2021	3	2	1				100%
2021/2022	6	3	2	1			83%

➤ Objective 2: Students will utilize foundational academic skills

This objective measures use of foundational academic skills in Oral Communication, Writing, Reading, and Financial Stewardship.

A. Oral Communication Skills: 3 measurement tools were completed and each met the stated objective.

Tool #1: Speech Feedback Forms

These are forms with which the Speech Communications Instructor analyzes whether he/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
2017/2018	9	0	100%
2018/2019	16	0	100%
2019/2020	4	0	100%
2020/2021	6	0	100%
2021/2022	3	0	100%

Tool #2: Chapel Feedback Forms

These are forms with which peers and adults in attendance at a chapel message presented by a second-year student graduating with an Associate’s in Biblical Studies degree provide feedback regarding the speaker’s communication skills. The objective is that each student receive at least a “Good” rating from 80% of responding attendees. **Objective was 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
2017/2018	3	0	100%
2018/2019	5	4	55.6%
2019/2020	Not measured due to Covid complications		
2020/2021	3	0	100%
2021/2022	5	0	100%

Tool #3: Student Feedback; Exit Survey

Survey was administered online to students graduating with an Associate Degree in Biblical Studies. 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"
2017/2018	3	3					100%
2018/2019	8	6	2				100%
2019/2020	Not measured due to Covid complications						
2020/2021	3	2	1				100%
2021/2022	8	7	1				100%

B. Writing Skills: Due to revisions being made to the Measurement Plan, the main tool was not measured in 2021/2022. **Insufficient data.**

Tool #1: Student Chosen Paper

Students graduating with an Associates in Biblical Studies choose 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, with the objective of each student fulfilling 4/5 writing skills on the rubric. **Objective was not measured in 2021/2022.**

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
2017/2018	2	0	0%
2018/2019	3	4	42.3%
2019/2020	No data due to Covid-19 complications		
2020/2021	No data due to revisions in-progress		
2021/2022	No data due to revisions in-progress		

Tool #2: Student Feedback; Exit Survey

Good tool that is administered online to students graduating with an Associate’s Degree. Responses are on a 5-point scale from “Strongly Agree” to “Strongly Disagree.” The question that students respond to is "I was given opportunity to utilize college-level writing skills during my HCC experience.” **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"
2017/2018	3	3					100%
2018/2019	8	4	4				100%
2019/2020	No data due to Covid-19 complications						
2020/2021	3	2	1				100%
2021/2022	8	7	1				100%

C. Reading Skills: Due to revisions being made to the Measurement Plan, the main tools were not measured in 2021/2022. **Insufficient data.**

Tool #1: Instructor Research Checklist

Solid, objective measurement tool. In one of 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. In 2021/2022, this was not measured. **Insufficient data.**

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
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	
2019/2020	No data due to Covid-19 complications		
2020/2021	Life of Christ – 2/2 (100%)		100%
2021/2022			

Tool #2: Article Review Rubric

Good, objective tool new in 2019/2020. The Relational Theology instructor uses a Reading & Comprehension Rubric to score student response to an Article Review. The objective is that 80% of Associate-seeking students successfully complete 3 of 4 skill items on the rubric. Five students completed this Article Review, with all 5 successfully completing all 4 skill items.

Objective is met.

Objective is that 80% successfully complete 3 of 4 skill items

Academic Year	# of Students	# Successful in at least 3 of 4 Skills	Percentage
2019/2020	5	5	100%

Tool #3: Student Feedback; Exit Survey

Good tool that is administered online to students graduating with an Associate Degree. Responses are on a 5-point scale from “Strongly Agree” to “Strongly Disagree.” The question that students respond to is "I was given opportunity to utilize college-level reading skills during my HCC experience." 3/3 (100%) of students strongly agreed. **Objective is met.**

Objective is that 80% at least agree

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	% that at least "Agreed"
2016/2017	6	3					100%
2017/2018	3	3					100%
2018/2019	8	6	2				100%
2019/2020	No data due to Covid-19 complications						
2020/2021	3	3					100%

D. Financial Stewardship: Due to revisions being made to the Measurement Plan, and continued Covid issues, the main tool was not measured in 2020/2021. **Insufficient data.**

Tool #1: Budget Rubric

Normally, students in their last semester of their Associate in Biblical Studies degree work with their Shepherd Group Leader to make a budget for their next season in life. Assessment is 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 are evaluated by the Consumer Math instructor once the budget is constructed. **Objective was not measured in 2020/2021.**

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
2016/2017	3	3	50% (3/6)
2017/2018	1	1	50% (1/2)
2018/2019	6	2	75% (6/8)
2019/2020	No data due to Covid-19 complications		
2020/2021	No data due to revisions in-progress		

Tool #2: Student Feedback; Exit Survey

Good tool that is administered online to students graduating with an Associate Degree in Biblical Studies or Certificate of Completion. Responses are on a 5-point scale from “Strongly Agree” to “Strongly Disagree.” The question that students respond to is “I was given opportunity to utilize sound financial stewardship skills during my HCC experience.” 3/3 (100%) students at least “agreed”. **Objective is 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"
2016/2017	9	5	3				100%
2017/2018	3	3					100%
2018/2019	8	4	3	1			87.5%
2019/2020	No data due to Covid-19 complications						
2020/2021	3	2	1				100%

- **Objective 3: Students will employ critical thinking skills in order to solve problems**
Two of three measurement tools were successfully completed. Objective was considered met.

Tool #1: Critical Thinking in Debate Rubric

Still a fairly new measurement tool, this tool was not used in 2021/2022. **Insufficient Data.**

Objective is that 80% successfully complete 3 of 4 skill items

Academic Year	# of Students	# Successful in at least 3 of 4 Skills	Percentage
2019/2020	12	9	75%
2020/2021	4	3	75%
2021/2022	Instrument not used in 2021/2022		

Tool #2: Exit Plan Form

This tool needs to be updated. Items are discussed with a Shepherd Group Leader prior to graduation. All graduating Traditional students (8) worked through a series of items in order to have a smooth transition from Bible College to their next life step. **Objective is met.**

Objective is that 80% complete all checklist items

Year	Student Sample	% of Completion
2017/2018	3	100% (3/3)
2018/2019	8	87.5% (7/8)
2019-2020	No data due to Covid-19 complications	
2020-2021	4	4
2021-2022	8	100% (8/8)

Tool #3: Student Feedback; Exit Survey

Good tool that is normally administered online to students graduating with an Associate Degree in Biblical Studies. Responses are on a 5-point scale from Strongly Agree to Strongly Disagree. The question that students respond to was "I was required to employ critical thinking skills in order to solve problems during my HCC experience." 5/5 (100%) students agreed.

Objective is that 80% at least agree

Year	Student Sample	% of Agreement
2017/2018	3	100% (3/3)
2018/2019	8	100% (8/8)
2019/2020	No data due to Covid-19 complications	
2020-2021	3	3
2021-2022	5	100% (5/5)

➤ **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 provide helpful input with the Graduate Interview being especially helpful. Objective Met

Tool #1: Exit Survey

Good tool that is administered online to students graduating with an Associate Degree in Biblical Studies. 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." 8/8 (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
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%
2019/2020	No data due to Covid-19 complications	
2020-2021	3	Bible inspired & inerrant 100% Faith in Jesus Christ 100% Biblical Worldview 100%
2021-2022	8	Bible inspired & inerrant 100% Faith in Jesus Christ 100% Biblical Worldview 100%

Tool #2: Graduate Interview

This is a valuable tool for determining the ability of students to reflect on and speak about their belief system. Students who graduate with an Associate Degree are interviewed by a panel of faculty/staff concerning their HCC experiences and growth. Interviews were completed with all graduating Associate degree students in 2021/2022. 100% of these students (5/5) scored an average of 3.0 or above out of a 5.0. **Objective is met.**

Objective is 80% score an average of "3" out of "5"		
2018/2019	7	100% (7/7)
2019/2020	No data due to Covid-19 complications	
2020/2021	3	100% (3/3)
2021-2022	5	100% (5/5)

➤ **Objective 5: Students will demonstrate growth in spirituality, character, and service**
*The desire of these assessments are 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. Due to Covid complications in 2020, data was not available when graduating students entered in 2020, therefore comparison data is not available. **Insufficient Data.***

Tool #1: Spiritual Growth Survey Pre/Post Assessment

All graduating Associate's students evaluate 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 are expected to perceive growth in 50% of

the areas. Due to Covid complications, it was not completed for incoming students in 2020, so comparison data for 2022 was not available. **Insufficient data.**

Objective is 80% of students perceive growth in 50% of the areas

Year	Student Sample	% perceiving self-growth
2016/2017	Data unavailable as new tool is under construction	
2017/2018	2	100% (2/2)
2018/2019	9	55.6% (5/9)
2019/2020	No data due to Covid-19 complications	
2020/2021	No data due to revisions in measurement tool	
2021-2022	No data due to previous Covid-19 complications	

Tool #2: Leader's Pre/Post Evaluation

Leaders completed a survey regarding each traditional student's incoming level of spirituality, character, and service. The same survey is 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. Due to Covid complications in 2020, data was not available when graduating students entered in 2020, therefore comparison data is not available.

Insufficient Data.

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

Year	Student Sample	% demonstrating growth
2016/2017	0	N/A
2017/2018	4	100% (4/4)
2018/2019	9	88.9% (8/9)
2019/2020	No data due to Covid-19 complications	
2020/2021	2	100%
2021-2022	No data due to previous Covid-19 complications	

➤ **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. The alumni survey responses are collected every 3 years and new data was not collected for this in 2021/2022. **Data indicates that the objective is met.***

Tool #1: 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. 7 alumni responded to this survey. Of that sample, 7/7 (100%) indicated that they apply foundational biblical teaching in current decisions and lifestyle choices.

Objective is Met.

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

Year	Responding Student Sample	Percentage
2015/2016	4	100%

2016/2017	4	100%
2017/2018	3	100%
2018/2019	5	80%
2019/2020	7	100%
2020/2021	7	100%
2021-2022	Survey not given in 2021/2022	

Tool #2: Alumni Survey

This is an online survey, given every 3 years, consisting of ten questions. 30 alumni completed this survey in 2019/2020. Answer choices ranged from Strongly Agree to Strongly Disagree. For this measurement, alumni responded to the question, “I believe my Bible college experience helped provide a biblical foundation from which I now make decisions and lifestyle choices.” 80% of alumni at least “agreed”, which is the objective. **Objective is Met.**

Objective is that 80% at least agree

Academic Year	# of Students Surveyed	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	% that at least "Agreed"
2019/2020	30	46%	34%	14%	6%		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 5 students with areas of concentration. Areas of Concentration were as follows: 2 in Worship Arts, 2 in Interdisciplinary, and 1 in missions. The remaining 3 graduates were Certificate In Biblical Studies which does not include an area of concentration. Student samples continue to be very small which easily effects results.

Interdisciplinary

Graduate Survey	Provided opportunities to explore the theory & practice of Christian service	Spring 2022: 2/2 (100%) “agreed”
Graduate Survey	Provided opportunities to identify areas of possible interest for further exploration	Spring 2022: 2/2 (100%) students identified at least 2 areas of interest
Course Syllabi: Introduction to Christian Ministry	Discussion of theory & practice of Christian service	Spring 2022: Intro. to Christian Ministries course indicates such topics on 3 occasions
Event Attendance Log	Attendance at out-of-class events related to church life	2021/2022: 2/2 students attended local church classes

Missions

Graduate Survey	Provided opportunities to explore biblical patterns of evangelical missions	Spring 2022: No response to question prompt
Short-Term Mission Trip	Provided practical hands-on short-term mission trip	Spring 2022: 1/1 student attended a Weekend short-term trip; no feedback form
Course Syllabi: Introduction to Missions/Evangelism in the New Testament	Discussion of Biblical patterns of evangelical missions	2021/2022 syllabi indicate such topics on 3 occasions each
Event Attendance Log	Attendance at out-of-class events related to missions	2021/2022: 1/1 student attended a local church 2-day missions conference

Worship Arts

Graduate Survey	Provided practical hands-on worship experiences	Spring 2022: 1/3 (33%) "strongly agreed"; this was the only student to respond to survey
Course Syllabi: Introduction to Worship Ministries	Discussion of Biblical patterns of worship	2021/2022: Worship Ministries course indicates such topics on 3 occasions
Worship Team Roster	Gained practical experience in worship area	Spring 2022: 2/2 (100%) gained practical experience on several occasions
Event Attendance Log	Attendance at out-of-class events related to missions	Lingering affects of Covid interrupted most such events

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 in the 2021/2022 academic year. This student completed 2.5 years of study at HCC and earned 46 college credits.

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.

Two traditional students completed the Certificate in Biblical Studies program in spring 2022. They each completed at least 30 hours of specific biblical/theological courses over a period of 1 - 1.5 years. They each graduated with a GPA above 3.0 and identified personal growth in their biblical understanding.

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.

3 students enrolled in this program in the 2021/2022 academic year and were granted credit at both HCA and HCC. Two of the students took one course, and the third student took two courses. Two of the students completed with a 4.0 and the third student with a 3.0.

Institutional Effectiveness

Institutional Units Assessment Results

The following institutional units structured plans and analyzed results for the 2021-2022 academic year. Each unit used the results to formulate recommendations or actions to be taken which are tied to the results.

- **President's Office**

Office Assessment Plan: Two methods of assessments were planned to measure the success of routine communication from the President's Office with the Board and faculty/staff. First, a Quarterly update would be sent to the Board and donors each quarter. Secondly, a monthly Note from the President's Desk would be sent to faculty/staff. The goal was that each of these were sent 100% of the stated times. This was repeated from 2020/2021 with the hope that a greater degree of success would result.

Results: Two Quarterly Updates were sent in September and January. While an April update was not sent, the Board met in early May and received information that would have been in an Update. Monthly updates were sent on occasion throughout this academic year, but some months were missed.

Actions: This plan will be repeated in the next academic year as the President believes it is imperative to have ongoing communication with these constituents.

Objective was partially met

- **Office of the Academic Dean**

Office Assessment Plan: Two methods of assessment were planned to measure the success of a formalized tutoring plan for the academic year.

Results: A written plan was prepared by the Academic Dean. However, due to a small student body with few academic issues, a formalized tutoring program was not required.

One student was given independent academic help through the Academic Dean and the librarian.

Actions: Reassess the need for a formalized tutoring plan in subsequent years.

Objective was considered met

- **Office of the Dean of Students**

Office Assessment Plan: Two methods of assessment were planned to ensure that Updated Student Handbooks are printed, distributed, and available online in a timely manner for student use

Results: Updates were completed in summer 2021 and printed and online Handbooks were available to students by the end of July. All fall traditional students received print copies of the Handbook during fall orientation.

Actions: Be sure to distribute print copies of Handbooks at spring orientation

Objective was met

- **Enrollment Management Office**

Office Assessment Plan: Two methods of assessment were planned to track the success rate of bi-weekly contact with applicants after they received a requested application.

Results: A calendar and a monthly Enrollment Management Report were used to track bi-weekly contacts. This was completed with 70% consistency. In less busy months of the year, success was less than in busy months.

Actions: Revise the plan to ensure that monthly reports are consistently prepared

Objective Met

- **Recruitment Office**

Office Assessment Plan: Two methods of assessment were planned to measure the success of campus visits by prospective students. The Populi database and a Campus Visit Assessment form were used to record and gather data.

Results: Student campus visits were successfully recorded in Populi, providing good tracking. The Campus Visit Assessment was not always filled out in a timely manner, and was not as useful as hoped.

Actions: Consider revising the form to make it more useful and user-friendly

Objective Partially Met

- **HCC Office**

Office Assessment Plan: A plan was made to administrate Friends of the College planning to ensure good donor engagement that benefits student success. A planning calendar deadline and spreadsheet to track tasks were planned

Results: The planning calendar was completed with deadlines for tasks incorporated. Due to the main Office personnel being in Ghana, Africa, for an international adoption most of the academic year, tracking was not completed in the way it had been planned.

Actions: This plan will be repeated for the next academic year

Objective Not Met

- **HCC Library**

Office Assessment Plan: A plan was made to measure the success of traditional students completing Library Orientation with subsequent use of library resources in specific courses. Students will complete an Orientation worksheet and demonstrate use of library resources by a satisfactory Works Cited page in a research paper in two courses.

Results: Neither of these tools were used successfully this academic year. Continuing Covid threats made it difficult for the head librarian to interact well with students.

Actions: Repeat assessment in 2022/2023

Objective Not Met

- **HCC Registrar**

Office Assessment Plan: A plan was put into place to measure the success of preparing an updated, organized Registrar's Handbook. Revision notes and edits will be completed and an updated printed handbook will be available by January 31, 2022.

Results: Notes and edits were begun for this handbook. A final draft was not completed due to the need for the Registrar to pick up extra responsibilities due to the Office personnel being in Ghana, Africa, much of the academic year.

Actions: Repeat and make new update goals

Objective Not Met

- **HCC Residential Coordinator**

Office Assessment Plan: A plan was put into place to have 100% of residential students sign a housing contract and checkout form for the 2021/2022 academic year. Residential Coordinators will log and file each of these forms to gather data.

Results: 88% of students signed the housing contract and 82% of students signed the checkout form.

Actions: January enrollees were less likely to sign each form. It is recommended that a more dedicated residential orientation is done in the spring semester.

Objective Partially Met

Institutional Survey Results

- **Admissions/Recruitment Survey**

This survey reflects that incoming students continue to be generally satisfied with the admissions and enrollment services. Three 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 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Desire for Spiritual Growth	88%	86.6%	100%	100%	100%
Cost (tuition & board)	50%	73.3%	100%	80%	66.67%

Size of Institution	50%	40.0%	0%	60%	66.67%
Future Employment Opportunities	0%	26.6%	33%	40%	33.33%
Geographic Setting	25%	13.3%	0%	40%	33.33%
Appearance of School	13%	40.0%	33%	20%	33.33%

Reflects student responses to items regarding admissions/enrollment fall 2021

Items	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Recruiting & admissions staff accurately portray the school	67% 2/3	33% 1/3			
Requested college materials were received in a timely manner	67% 2/3	33% 1/3			
Personalized attention prior to enrollment was received	67% 2/3		33% 1/3		
The admissions office is responsive to prospective students' unique needs and requests	67% 2/3		33% 1/3		
Personnel involved in enrollment are helpful	100% 3/3				
Administrative offices are open during hours which are convenient for most students	67% 2/3	33% 1/3			
Enrollment procedures are clear and effective	67% 2/3	33% 1/3			
Program requirements are clear and reasonable	67% 2/3	33% 1/3			
Class change, add and drop policies are reasonable	67% 2/3	33% 1/3			

- 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 entities who 'agreed' or 'strongly agreed.' There were no "disagree or strongly disagree" responses.

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

Integrity Statement	Spring 2018	Spring 2019	Spring 2020	Spring 2021	Spring 2022
HCC publications, statements, and advertising give accurate and fair descriptions	95.6% (22/23)	92.1% (35/38)	94% (17/18)	90% (18/20)	95% (18/19)
HCC encourages respect for Heartland and surrounding communities	95.6% (22/23)	100% (38/38)	100% (17/18)	100% (20/20)	95% (18/19)
HCC appears to work with integrity in all financial matters	91.2% (21/23)	100% (38/38)	100% (17/18)	100% (20/20)	100% (19/19)
HCC consistently treats all students as equal	78.2% (18/21)	86.8% (33/38)	89% (16/18)	90% (18/20)	89% (17/19)
HCC encourages respect for diverse backgrounds and perspectives	100% (21/21)	94.7% (36/38)	100% (18/18)	100% (20/20)	95% (18/19)

- **Student Satisfaction Survey**

Students completed online surveys regarding satisfaction with 5 general areas of the including 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 4.44.

Area of Institution	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Campus Climate	4.57	4.34	4.39	4.69	4.65
Concern for the Individual	4.62	4.28	4.42	4.60	4.61
Course Effectiveness	4.56	4.34	4.42	4.50	4.52
General Campus, Housing and Student Life	4.49	4.25	4.45	4.49	4.49
Contracted Services				4.43	4.53
Food Services					4.33

Institutional Advancement

Institutional Advancement continues to be an ongoing work. The College has several consistent donors, but continues to look for ways to make even greater connections. Once again, in 2021/2022, due to lingering Covid-19 constraints, HCC held a small annual Friends of the College event, which is normally the main fundraiser each year.

Donor Base

Timeframe	# Monthly Donors	# Total Donors	# Major Donors (\$1000 +)	Total Donations
Aug. 2016 – July 2017	25	61	6	CNSIMI: \$580,631 Other: \$39,455 Total: \$620,086
Aug 2017-July 2018	28	61	8	CNSIMI: \$619,932 Other: \$28,131 Total: \$648,063
Aug 2018-July 2019	26	53	8	CNSIMI: \$734,193 Other: \$25,513 Total: \$759,706
August 2019-July 2020	20	34	2	CNSIMI: \$819,098 Other: \$ 11,463 Total: \$ 830,561
August 2020 – July 2021	11		4	CNSIMI: \$630,345 Other: \$ 15,450 Total: \$ 645,795
August 2021 – July 2022	9	28	3	CNSIMI: \$471,442 Other: \$ 12,180 Total: \$ 483,622

Student Services Library

• Library Statistics

	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Catalogued Volumes	10588	10969	11434	11,741	12,147	12,375
Catalogued Titles	10520	10796	11259	11,566	12,147	12,200
Periodical Subscriptions	23	23	15	5	3	3
Average Monthly Circulation	133	192	131	2018/2019 183	2019/2020 144	2020/2021 78 (down due to covid)
Staffing:				2018/2019	2019/2020	2020/2021
1. Librarians	1	1	1	1	1	1
2. Support Staff	2	3	3	2	2	2
Budget for Information Resources	\$36,501	\$53,830	\$65,557	2018/2019 \$64,447	2019/2020 \$78,633	2020/2021 \$78,633
Expended for Information Resources	\$38,513.08	\$29,649	\$53,830	2018/2019 \$51,244.69	2019/2020 \$57,358.11	2020/2021 \$51,972.96

Budget & Expenses include salaries

• Library Student Satisfaction

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Frequency					
Daily	7.1%	29.6%	37.5%	31%	21.43%
1/week	28.6%	55.5%	37.5%	23%	50%
1/month	64.3%	14.8%	25%	38%	28.57%
1/year				8%	0
Never					0
Type					
Audio/Visual	14.3%	7.4%	0	8%	0
Reference	85.7%	92.5%	100%	100%	100%
Non-Fiction	21.4%	22.1%	37.5%	15%	42.86%
Magazines	14.3%	11.1%	25%	15%	7.14%
Fiction	7.1%	3.7%	25%	46%	14.29%
Journals	21.4%	25.9%	0	31%	21.43%
Satisfaction					
Very Satisfied	75%	71.4%	75%	77%	85.71%
Satisfied	25%	28.6%	25%	23%	14.29%
No Response/Not Applicable	00	0	0	0	

Class-driven usage of the Library remains strong as indicated by 100% of student respondents having used reference materials, which students would not normally use on their own initiative. While electronic journals are introduced in select courses, few courses in this 2-year program require the use of such journals.

Fun Nights

- 2021/2022 Roster:
Game Nights
Bonfire
Worship Night
Movie Night
- **Student Satisfaction**

Category	Agree or Strongly Agree	Neutral/Some-what Agree	Disagree Or Strongly Disagree
Looked forward to Fun Nights	77% (10/13)	15% (2/13)	8% (1/13)
Adequate number of Fun Nights	85% (11/13)	15% (2/13)	
Centered around relational activities	100% (13/13)		

- **Objectives**

Objective 1: At least 1 Fun Night in each month not containing a College Meeting Day:

Objective Met

Objective 2: Engage students in a variety of social activities throughout the academic year:

Objective Met

Objective 3: Provide a setting in which students can build relationships with peers and leaders:

Objective Met

Fun Nights were well-received by students, with some expressing a desire for more Fun Night opportunities. The Student Council scheduled and planned all Fun Nights for the academic year.

Shepherd Groups

- **Assigned Groups**

K. Palmer: E. King

D. Rihanek: A. Cobb, N. Sanders, N. Short, L. O'Banion

N Mayes: K. Asiedu, P. Nickerson

Melton: Kawblute, D. Simmons, J. Wood, D. Deacon

J Mayes: F. Labbee

J Barton: G. Paw, B. Eh K, C. Harn

C. Rihanek: R. Christophel

- **Student Satisfaction: Shepherd Groups**

Category	Strongly Agree/Agree	Somewhat Agree	Disagree	Strongly Disagree
Personal contact on a regular basis	46% (6/13)	46% (6/13)	8% (1/13)	
Received helpful guidance	69% (9/13)	31% (4/13)		

Each traditional student is paired with a seasoned leader each semester	Roster indicates this was achieved @ 100% (13/13)
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In the areas of helpful guidance around specific issues, the three leading areas were as follows: 92% received help in spiritual issues. 85% received help in personal issues, 69% students received help in relational issues

- **Objectives (goal is 85% achievement of each)**
 Objective 1: Each traditional student is paired with a seasoned leader each semester they are enrolled: **objective met**
 Objective 2: Each traditional student has personal contact with their leader on a consistent basis while college is in session: **objective met**
 Objective 3: Each traditional student receives helpful guidance within each semester they are enrolled: **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% 9/9		
Developed a desire to find ways to serve others	100% 9/9		
Was involved in hand-on serving projects	100% 9/9		
Can identify ways communities were benefited by servanthood	100% 9/9		
I see graduates continuing to serve	100% 9/9		

- **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**

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	Escape Room
Nov	Bowling/Thanksgiving Feast
March	Dinner & Meeting
May	Graduate Speakers & Lunch

- **Student Satisfaction**

Category	Agree/Strongly Agree	Somewhat Agree	Disagree
Offered enjoyable experiences	93% (13/14)	7% (1/14)	
Provided meaningful experiences	100% (14/14)		
Offered opportunities for faculty, staff, & students to worship God together	100% (14/14)		
Offered opportunities for meaningful discussion	100% (14/14)		
Beneficial for the future	100% (14/14)		

- **Objectives (goal is 80% agreement of each)**

Objective 1: Students will identify College Meeting Days as meaningful, enjoyable times:

objective met

Objective 2: College Meeting Days will provide opportunities for faculty, staff, and students to worship God together and discuss issues pertaining to college life

objective met

College Meeting Days continue to be popular with students and have strong satisfaction

Chapel

- **Speaker Overview**

Category	#
Alumni	3
Other Guests	1
Student Speakers	12
HCC Adults	8

- **Student Satisfaction**

Category	Strongly Agree/Agree	Somewhat Agree	Disagree
Chapels featured worship time	100% (13/13)		
Chapel worship times meaningful	100% (13/13)		

I was normally engaged in chapel worship times	100% (13/13)		
Chapel speakers challenged me in my walk with God	100% (13/13)		
Adequate variety of chapel speakers	100% (13/13)		
Opportunity to hold a leadership position	100% (13/13)		
Opportunity to practice a new leadership skill	100% (13/13)		

- **Objectives (goal is 85% agreement of each)**

Objective 1: Engage students in meaningful worship: **objective met**

Objective 2: Provide guest and faculty/staff speakers who bring biblical understanding to help 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.

Resident Assistants

- **Student Satisfaction with RAs**

Residential Assistant student surveys were not completed for the 2021/2022 academic year

Non-Traditional Students

- **Student Satisfaction:**

	Highest Score	Lowest Scores
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
2019/2020	I find the concepts taught in classes aid me in my walk with God (100% strongly agree)	2/15 students “somewhat agreed” the classes are scheduled at times that are convenient for me
	7/10 areas received all “strongly agree” or “agree” responses	2/15 students strongly disagreed that the library is open at times that are convenient for me
2020/2021	6/10 survey items received 100% “agree or strongly agree” responses	2/6 were neutral or disagreed that classes are scheduled at times that are convenient, and 1/6 was neutral that the library is open at convenient times

	100% strongly agreed that non-traditional students are well received as a part of HCC	
2021/2022	I find the concepts taught in classes aid me in my walk with God (83% strongly agree/17% agree)	2/6 students were neutral that the library is open at convenient times and 2/6 students were neutral that Instructors were available outside of classroom time

Exit Survey

Three traditional students graduated and took the survey.

Item	Strongly Agree	Agree	Somewhat Agree	C.S.
I believe that the Bible is the inspired and inerrant Word of God	87.5% 7/8	12.5% 1/8		4.88
I feel prepared to explain my convictions regarding the Bible as the inspired Word of God	50% 4/8	50% 4/8		4.50
I feel prepared to explain my convictions regarding my faith in Jesus Christ	87.5% 7/8	12.5% 1/8		4.88
I feel prepared to explain my convictions regarding living life based on a biblical worldview	87.5% 7/8	12.5% 1/8		4.88
I believe that my experiences at HCC helped me grow in my walk with God	87.5% 7/8	12.5% 1/8		4.88
I understand a life of discipleship better as a result of my experiences at HCC	87.5% 7/8	12.5% 1/8		4.88
I have a desire to continue serving others as a result of my experiences at HCC	87.5% 7/8	12.5% 1/8		4.88
I am satisfied with my general knowledge and basic understanding of the Bible	62.5% 5/8	25% 2/8	12.5% 1/8	4.50
I was required to use critical thinking skills in order to solve problems during my Bible College experience	87.5% 7/8	12.5% 1/8		4.88
I was given opportunity to utilize good oral communication skills during my Bible College experience	87.5% 7/8	12.5% 1/8		4.88
I was given opportunity to utilize college-level writing skills during my Bible College experience	87.5% 7/8	12.5% 1/8		4.88
I was given opportunity to utilize college-level reading skills during my Bible College experience	87.5% 7/8	12.5% 1/8		4.88
I was given opportunity to utilize sound financial stewardship skills during my Bible College experience	87.5% 7/8	12.5% 1/8		4.88

I feel prepared for my next step in life as a result of my experiences at HCC.	75% 6/8	5% 2/8		4.75
I would recommend attending HCC to others.	87.5% 7/8	12.5% 1/8		4.88
Composite Score Average Total				4.82