



3. Tuition (cost per credit)	\$200	\$200	\$250	\$250	\$350	\$350	
4. Percent of students receiving financial assistance (e.g., scholarships, work-study)	100%	76%	100%	80%	100%	77%	
5. Retention Rate (returning students divided by number of potential returning students)	67%	88%	90%	91%	100%	100%	
6. Percent of students who completed their program within 150% of full-time studies (e.g., for bachelor students, the number of graduates from six years ago divided by the number of students who began their bachelors six years ago)	67%	75%	80%	72%	67%	65%	

Spiritual Disciplines Survey Report

Our chief aim is to compare freshmen and senior rates of spiritual disciplines. If we have stronger senior scores than freshmen scores, we will feel we have made a difference in the spiritual lives of our students. Of course, we assume a different level of participation in spiritual disciplines from Theology students than from business students. Therefore, we would want to compare these two groups of students in separate tables. Unfortunately, we did not receive enough surveys to make strong conclusions on those comparisons.

1. Personal devotionals (prayer, Bible reading, devotional literature, etc.)

All Respondents

1 <sup>st</sup> Year N=6	Nearing Graduation N=6	All N=13	
0	1 = 17%	2 = 15%	Every Day
0	0	0	About 5-6 days per week
0	1 = 17%	1 = 8%	About 3-4 days per week
1 = 17%	0	1 = 8%	About 1-2 days per week
3 = 50%	0	3 = 23%	Not every week
2 = 33%	4 = 67%	13 = 46%	Rarely

Business Students

1 <sup>st</sup> Year N=6	Nearing Graduation N=4	All N=10	
0	0	0	Every day
0	0	0	About 5-6 days per week

0	0	0	About 3-4 days per week
1 = 17%	0	1 = 10%	About 1-2 days per week
3 = 50%	0	3 = 30%	Not every week
2 = 33%	4 = 100%	6 = 60%	Rarely

#### Theology Students

Sophomore N=1	Nearing Graduation N=2	All N=3	
1 = 100%	1 = 50%	2 = 67%	Every day
0	0	0	About 5-6 days per week
0	1 = 50%	1 = 33%	About 3-4 days per week
0	0	0	About 1-2 days per week
0	0	0	Not every week
0	0	0	Rarely

Although the data is limited, the preliminary conclusion is that we will need to improve on reaching our spiritual goals. Students nearing graduation are not more consistent in personal devotions than newer students.

Not surprisingly, it is the business students that are least likely to be having devotions. Our plans for evangelizing students would have the biggest impact on business students. Thus, the business programs are the places where we have the best opportunity to improve these ratings.

## INSTITUTIONAL EFFECTIVENESS REPORTS

### Assessment Plan Review Form

Normally, we stick to our three-year repeating schedule. Some instruments are administered annually, semi-annually, when specified courses are taught, or once every three years. Being our first report with the new assessment plan, we administered quite a few more instruments than were scheduled for this year (and did not administer a few that were scheduled). Some of this was in order to meet Matrix requirements or to have data for our self-study.

The following reports were written from instruments we administered for this year:

#### Student Learning (Outcomes Assessment)

- Alumni Survey
- Mission and Objectives Survey Report
- Performance Fact Sheet

- Program Objectives Report: BA Theology
- Program Objectives Report: BA Business Administration
- Program Objectives Report: MBA
- Program Objectives Report: M.Div.
- Program Objectives Report: Ph.D. Business
- Program Objectives Report: Ph.D. Theology
- Spiritual Disciplines Survey Report

**Institutional Effectiveness (Administrative and Inputs)**

- Assessment Plan Review Form
- Faculty Qualifications Tables
- Board Member Evaluation Report
- Business Program Review
- Course Evaluation Report
- Employee Evaluation Report
- M.Div. Program Review
- President-CEO Evaluation Form
- Strategic Planning Survey Report
- Student Perspectives Survey Report
- SWOT Analysis
- Tactics Survey

**How should the Assessment Plan be changed or improved?**

1. It is important that the director of institutional effectiveness be the one to instruct staff in how to carry out assessment projects. In several cases, instead of having the director of institutional effectiveness explain to staff what was needed for an assessment or matrix item, the president relayed the instructions. This resulted in several items being done incorrectly and/or having to be done again.
2. On the Mission and Objectives surveys, some respondents were confused by the format and only marked every other column. The format has should be revised for the next time it is used. This has been added to the Five Year Plan.
3. A staff member should be trained to help with distribution of assessment instruments so that different faculty members, who give few instructions, do not submit surveys that lack important data. This will also help assure we get an adequate number of respondents. Students should be instructed to not just mark the same number for everything (e.g., give all “5”s) because we want to know what is better and what needs improving, as well as what they care about a lot or not so much.

**Suggestion**

Train a staff member to help with distribution of assessment instruments.
<input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> I want to discuss this
Committee agrees – Suggests we train either Abigail, Saeed, or Warina
Director of Institutional Effectiveness Agrees

Board Chair Agrees and suggests Saeed
Added to Five Year Plan

Faculty Qualifications Tables

Of the twelve faculty members we discussed, we found three that were teaching at least on class for which they were not academically qualified. Two of those three faculty members are no longer teaching for us.

Board Member Evaluation

Board members did not perceive themselves to be very active in the following areas that are often expected:

- 6. Helps with Student Recruitment (e.g. making announcements at church, passing out course schedule brochures at a meeting)
- 7. Cultivates Participation Of Advisory Board Members
- 8. Brings People to School Events (e.g. Fundraising Dinner, Concert)
- 12. Makes Personal Donations to the School
- 13. Participates in Donor Prospect Identification, Cultivation and Solicitation

Employee Evaluations Report

While the Board Chair had already completed an evaluation form for the president (CEO), the large packet of employee evaluations included a second evaluation form for the president. This second form had been changed by someone. Some presidential duties were deleted. Several were added. The additional duties came from the COO evaluation form.

**Suggestion**

New items in the CEO evaluation form should be added to the evaluation form for the president in the assessment plan (or a separate person should be designated as COO).
<input type="checkbox"/> Add to president’s evaluation form <input type="checkbox"/> Appoint a different person as COO <input type="checkbox"/> I want to discuss this
The new items were not added to the president’s evaluation form. They remain on the COO evaluation form. The president can be the COO or a new person can be appointed to that position.

**Suggestion**

A number of duties for the CFO and the Student Dean were marked as N/A. Therefore, a review of CFO duties and Student Dean should be added to the Five-Year Strategic Plan.
Rejected

Perhaps the duties marked N/A on the CFO evaluation form should have been marked “no” because the CFO has not been doing them. Since the TRACS team that visited wrote that they were concerned that the president was too involved with CFO duties, we will want to consider changing who functions as our CFO.

Agree    Disagree    I want to discuss this  
Committee Agrees  
Board Chair Agrees

Comments: The CFO has been undergoing serious health issues. The board chair is talking with two candidates who could fill the CFO position if needed. It is likely that a new CFO will have to be hired.

In the midst of our work on assessment, it became clear that an office worker has been carrying out many student services duties and doing them quite well. Therefore, she is being given the title of Director of Student Services. This should be added to the organizational chart.

### **Suggestion**

For all the program directors, the forms were marked “no” concerning “Assist the Academic Dean in recruiting and evaluating potential faculty members in this program.” As subject-matter experts, a faculty member from the appropriate program is expected to be part of the interview process for faculty in their discipline. The academic dean and president will want to remember the board chair’s decision that for a faculty member to be hired, he or she must be interviewed and approved by the:

- board chair
- president
- academic dean
- program director (or a proxy appointed by program director)
- director of institutional effectiveness (for spiritual qualifications and mission fit)

Agree    Disagree    I want to discuss this  
Committee Agrees  
Board Chair Agrees

## Student Satisfaction and Perspectives Survey

### **Student Services**

2. How can we improve the academic advising offered at registration time?

Committee suggests we address this in orientation – see overlay of courses they need to take and give them a form to keep track.

Board Chair agree

Added to Five Year Plan

6. How can we set up a better system so that questions, complaints or problems are addressed and resolved in a timely manner? Note that when we do the self-study, we will have to designate a person to keep records of complaints and what we do about them.

Committee: We do have suggestion boxes and students are using them. They are checked by Christine. Someone should be assigned to help with that and keep the records.

Board chair agrees and suggest Abigail

Abigail has been given a blank form to use for that purpose

Added to Five Year Plan: Staff has been shown the complaint form and told of procedures

### Academics

12. What can be done to improve academic counseling? This has already been noted as a need when we did the SWOT analysis. Keep in mind that we need to address this for students who register online as well as students who register on campus.

Board chair reports that we are adopting new campus management software. We will have to evaluate whether this can be set up to not allow registration before advising.

Added to Five Year Plan

13. What can be done to improve career counseling? Note that we have a plan to partially address this through the capstone courses (e.g., using the *What Color is Your Parachute* workbook). Will that be adequate for now? What else can we add to the five year plan for addressing this weakness?

Committee: Add development of a placement office to the five year plan

Board chair agrees

Added to Five Year Plan

### Library

This area received low ratings from students. We are already aware that the library is a weakness at our school. But, the new librarian seems full of energy to make the necessary improvements. We are asking her to develop plans for addressing the above issues. At the time of this writing, she is doing an analysis of our collection. To address #16 (a low rating for our library materials being adequate for class assignments), we have approached Books for Libraries, Inc. to give us bids on some business and theological collections. With our librarian's analysis, we will be able to determine what purchases will best meet our needs.

#### **Suggestion**

As soon as the librarian's report on our collection is complete, we should contact Books for Libraries, Inc. to discuss purchases.

Agree  Disagree  I want to discuss this

Board chair agrees

Update: Books for Libraries, Inc. has already been contacted. We have begun discussions, but are waiting for the librarian to finish her report before making decisions.

Added to Five Year Plan: After receiving report from our librarian, choose whether to purchase a used collection for supporting the business and/or theology curriculum.

Update: Books for Libraries, Inc. provided us with the following bids.

Books in theological studies

This is an up-to-date collection of theological volumes from BL-BX all classified and good condition all newer titles. The titles do not have cataloging but this can easily be obtained by copy cataloging. 4200 volumes \$12,000 with free delivery in LA.

Business books. This collection is out of the same library as the former collection.

About 500 volumes in HB-HJ  
\$2000 delivered.

Board chair tentatively approves the 500 volume collection  
We need a bid for the business collection  
An email with questions was sent back to Books for Libraries Inc.

Do we have space for the additional volumes we will need? Might we put some of our books into storage (or week the collection)?

We may be able to sell our law books.

We sent an email to ask Books for Libraries, Inc. whether they might be interested in our law books.

### Facilities

This is another weak area. Since there has been discussion about whether to move, we need to first make that decision before deciding how much to spend on our building. The building is old and in an area that is not the most desirable. If we determine that it is a good idea to move, and that we can afford it, we should first map out where our current students are living. If we do not move, use the following table to suggest what year to improve each area, what improvements to make in that area, and guess at the costs.

Scheduled Year	Improvements to Make in the Area	Possible Cost
Year 1	Air conditioning Paint interior & exterior Library	\$15,000 \$6,000 \$30,000
Year 2	Student Lounge	\$15,000
Year 3	Kitchen	\$5,000
Year 4	Auditorium	\$2,500
Year 5	Classrooms and Office	\$2,500

Note: The owner of our building just died. We believe we may have to move or that our rental cost may go up. If we know we will be moving in a year or so, we will not want to invest too much in the building.



### Technology & Equipment

While most of these items have a reasonable rating for quality, their importance to students is extremely high.

Should we budget for a coin-operated copier specifically for student use?

Yes  No If yes, how much can we budget? \_\_\_\_\_

Committee thinks this would be good to add.

Board Chair agrees

Added to Five Year Plan for - \$2,000

### **Suggestion**

We currently have five or six computers. The committee suggests that instead of buying a group of computers to upgrade the lab, a regular budget should be set up add and upgrade a small number of computers and software each year.
---

<input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> I want to discuss this
--

Board Chair Agrees – budget \$2,000 per year for computer lab. Add a budget line.
---

Added to Five Year Plan: Add a \$2,000/year budget line for computer lab and technical equipment.
---

### *Satisfaction, Spirituality, & Demographics*

1. What problems do students have at YUIN UNIVERSITY and how might they be solved?

#### Student Comments

Students are not motivated cause of the ways of teaching. There's just 1 class where I can say that I learn, and I have or am forced to go looking for books or other external information.
---

Quality of Programs, Facilities, Library
--

The facility is very down, no computer lab available to use
---

Air conditioning during summer did not work. University needs to fix it.
--

Tuition fee and payment have to be improved
---

AC System need to be improved
-------------------------------

Transportation
----------------

Fees
------

Job Opportunities
-------------------

Need bigger chairs in classrooms
----------------------------------

Fix Tuition Rates
-------------------

Which of the above should we address and how?

We have a computer lab
------------------------

Place a sign on the door for the computer lab so students will know it is available.
--

Added to Five Year Plan
-------------------------

Note that 13 of 26 respondents (50%) said they were Christians when they entered the school. However, the Spiritual Disciplines Survey showed that few of our business students were seeking the Lord.

### SWOT Analysis

#### **Suggestion**

Survey students to find out where they live, how far from the school and in which direction, whether they would like us to move and how they feel about moving to specified areas.
___ Agree ___ Disagree ___ I want to discuss this
Committee Comment: Dr. Hong thinks he can make a pin map using the addresses we have on students.
Board chair enthusiastically agrees
Added to Five Year Plan

### Tactics for Achieving Strategic Goals

#### Input from Administrators, Faculty and Staff

To reach each of the following strategic goal, suggest what we need to do each year over the next five years. Do not put everything in the first two years. I had an accreditation evaluation team criticize a plan because there was so little in year five. TRACS asks us to also “consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.”

After board approval, we will need to add budgets, persons responsible, and more detailed dates.

Updated Note: Faculty/Administrator suggestions are highlighted **yellow**. Staff suggestions are highlighted **turquoise**. Additional suggestions will be added to the planning chart as data from more assessment instruments are debriefed by committees and even more as we complete the self-study.

#### *Achieve Accreditation*

- 2018-19
- 2019-20
- 2020-21
- 2021-22
- 2022-23

#### *Professional Development of Team*

- 2018-19
  - Institute plans for faculty development days each semester
  -

- 2019-20
  - Require that all faculty complete specified LIRN Webinars twice per year
  - The academic dean will occasionally observe classes and offer useful feedback
  - Make a list of professional associations that provide ongoing training for the various officers serving in Christian colleges
- 2020-21
  - Budget for approved officers to join professional associations
- 2021-22
- 2022-23

#### *Grow Student Body*

- 2018-19
- 2019-20
  - Outreach to alumni and current students encouraging them to invite others by letting them give a \$50 tuition discount certificate to anyone who wants to try a class here for the first time
  - Invite local business people to be guest lecturers and offer an honorarium
  -
- 2020-21
  - Hire a student recruiter to talk to prospects
- 2021-22
  - Hire a work-study student to engage prospective students on social media
- 2022-23
  -

#### *Improve Support Services for Students*

- 2018-19
  - Better academic advising
  - Publicize that we can give hungry students a simple snack (e.g., ramen) in the office
  - Require academic advising before registration. This must apply to those who register on campus and online.
- 2019-20
  - Train the entire office staff to do academic advising
  - Determine how to block online registrations before someone has had their academic advising.
  - Better student lounge

- Better study spaces in the library
  - Better systems of providing information about admissions and outstanding financial balances
  - Survey students to see how much interest there would be in various student clubs
  - Have a party at the beginning and end of each semester
  - Keep a first aid kit in the office
  - Promote availability of men to walk people to their cars at night or keep a security guard in the parking lot.
- 2020-21
    - Invoice students monthly who have outstanding balances
    - Start student clubs that are of most interest to students
    - Set up a student government with student fees to support social events that are approved by the director of student services. The director of student services must approve the budget and release the checks from that account.
    - Give first aid training to one or more staff members
    - Add lighting to the parking lot
  - 2021-22
    - Develop a student lounge that has recreational equipment (e.g., ping-pong table, pool table, table with chess board or other games)
  - 2022-23
    - Set up a placement office

*Set in Motion Process to Evangelize and Disciple Students*

- 2018-19
  - Plant a church on campus or nearby (Dr. Hong) and give fieldwork opportunities to our students
  -
- 2019-20
  - Posters around campus with verses
  - Include someone speaking about spiritual development at new-student orientation
- 2020-21
  -
- 2021-22
  -
- 2022-23
  -

### *Develop on-Campus Library*

- 2018-19
- 2019-20
  - Require professors to meet with the librarian before completing their syllabus and having at least one assignment requiring students to use our online or on campus library
  - Librarian will give instruction at a faculty meeting at least annually
  -
- 2020-21
- 2021-22
- 2022-23

### *Improve/Upgrade/Beautify Facilities*

- 2018-19
  - Paint exterior
  - Explore software for creating a pinmap of where all our students live (Dr.Hong?)
- 2019-20
  - Upgrade the well-used auditorium (e.g., carpet, paint, ceiling tiles, light covers with the kind that does not yellow)
  - Paint interior
  - Rearrange office with each person having their own modern desk
  - Explore software offered at TRACS and ABACC conferences
  - Explore options for better heating and cooling
- 2020-21
  - Upgraded office PCs and software
- 2021-22
  -
- 2022-23
  - New campus