OPERATIONAL DEPARTMENTS

Assessment Plans

PHOENIX SEMINARY

2012-13 Comprehensive Assessment Plan

Reviewed by the Assessment Committee – 10/2/12

Assessment Plan and Record for Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Academic/Administrative/Student Services Program: Admissions

Program Purpose: Admissions provides timely and careful review of new student applications according to admission requirements. It regularly reviews and creates admission policy in keeping with the mission of the Seminary and to ensure quality applicants. Through its new student orientation it provides information and an opportunity to develop personal relationships with fellow students, faculty and staff**.**

Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Applications will be evaluated in a timely manner.	1. Each semester, the Admissions Office will monitor the turnaround time from the receipt of a completed application to an admissions letter sent. Success will be achieved if the average turnaround time is 7 business days.					Roma Royer, Director Academic Services & Admissions
2. The quality of applicants will be reviewed on an annual basis separating special applications from the rest including non-baccalaureate and applications reviewed by the entire committee.	2. The Director of Admissions will tally the admission evaluation sheet results at the end of each academic year. Success will be achieved if 60% of applicants receive a score of 19-25.					Roma Royer, Director Academic Services & Admissions

3. Admission policy will be reviewed on an "as needed" basis.	3. Successful review of policies will be reflected in the minutes of the Admissions Committee meetings.					Roma Royer, Director Academic Services & Admissions

Reviewed by the Assessment Committee – 10/2/12

Assessment Plan and Record for Academic Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Department: ADVANCEMENT

Department Purpose: Promote Phoenix Seminary vision and advance the mission, as outlined by the Board of Directors and the President, through cultivating relationships with current and prospective investors by providing 1) **Involvement** opportunities 2**) Instruction** in biblical stewardship while encouraging their 3**) Intercession** and 4) **Investment** in our mission of equipping leaders

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
Conduct analysis of ongoing Advancement Plans and Practices	Review current plans and practices to determine areas where adjustments may be needed for improved outcomes; utilize peer schools and seminars					Advancement Team
Planned Giving: Use new planned giving strategy to inform, target and attract potential donors	Implement program for securing funding through wills, trusts and estates; use website presence, investor training, communication					Patti/Kim
Donor Loyalty Program: Use new strategy to improve effectiveness of Circle of Impact multi-year giving program	Increased communication and nurture, affinity events, 30/60-day reminders, special invites					Patti/Shannon

Donor Relations: Determine ways to strengthen investor and potential investor communications	Use new communications and appeals strategy to investors; continue to identify best practices for major donor development; increase donor nurture; invite-only events					Advancement Team
Advancement Events: Research and schedule new events; continue with current events	Put in place new point of entry, affinity, major donor and donor nurture events; continue with established events					Patti/Shannon

Reviewed by the Assessment Committee – 9/20/11

Assessment Plan and Record for Academic Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Board

Department Purpose: The Board of Directors shall make sure that the Seminary operates in conformance with Arizona statues relating to not for profit corporations, as well as its Articles of Incorporation and Bylaws.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Increase the diversity of the Directors.	When the diversity of our Directors mirrors the community.					Board Chair
2. Increase communication and ease of access to Board documents & materials	When all Board Directors use online document repository					
3. Increase interaction and support for Seminary staff and students.	Encourage active participation and attending of PS events i.e. graduation until the majority of Directors attend PS events					
4. Increase Board engagement by building relationships between Directors	Small prayer groups at board meeting to increase interaction. Outcome desired is for the Board to have dinner or activity annually together with spouses.					

Reviewed by the Assessment Committee – 10/2/12

Assessment Plan and Record for Academic Year: 2012-2013

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Enrollment

Department Purpose: To recruit new students who desire to serve Jesus Christ more effectively

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Increase number of leads by 15.3% compared to the previous academic year	Prepare an "inquiry/lead report" from Blackbaud that will total each year's lead count per academic year Success will be achieved if the number of leads increases by 15.3% as compared to 2011-12 (700 total leads).		'11-'12 Leads: 607 '12-'13 Leads: ____ *Result:* Leads _(inc/dec)_ by ____ (_____%) **Goal was ____by ____%**			
2. Increase total number of applications by 14.29% compared to previous academic year	Tally each semester's number of applications from Blackbaud Report Compare numbers with those found in File-Maker/Enrollment Dashboards. Success will be achieved if the number of applications received in '12-'13 increases by 14.29% (120 total) as compared to '11-'12 year.		'11-'12 comp. apps 105 '12-'13 comp. apps __ *Result:* Comp. Apps (inc/dec) by ____(___%) **Goal was ____ by ____%**			

3. Sustain number of First-Time Attendees (FTA's) compared to the previous academic year.	Compare yearly FTA data provided by the Registrar Success will be achieved if we are able to sustain the number of FTA students in '12-'13 (90 total) as compared to the '11-'12 academic year		'11-'12 FTA's: 90 '12-'13 FTA's: ___ *Result:* FTA's (inc/dec) by _____ compared to '10-'11 (___%) **Goal was _____ by _____%**			
4. Increase number of prospective students visiting Phoenix Seminary by 5.5% compared to previous academic year	Use the enrollment dashboard/Blackbaud to determine total number of visitors Success will be achieved if 5.5% more (249 total) prospective students visit Phoenix Seminary in '12-'13 as compared to '10-'12		'11-'12 visitors: 236 '12-'13 visitors: ____ *Result:* ____ visitors attended PS in 2011-12, as compared to ____ in '10-'11 (____%) **Goal was _____ by _____%**			

Reviewed by the Assessment Committee – 10/2/12

PHOENIX SEMINARY

Assessment Plan and Record for Year: 2012-13 [updated 2012 05 31]

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Academic/Administrative/Student Services Program: Field Education

Purpose: Provide students opportunities for education through supervised experiences in ministry of sufficient duration and intensity to gain expertise in the tasks of ministerial leadership. [ATS A.3.1.4.3 and C.3.1.1.4.1]

Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Assure an *Internship* placement is available for each student requesting such a placement in fulfillment of the requirements for their degree program. [ATS A.3.1.4.1]	1. Develop a network of Internship and Ministry Exposure placement opportunities. Success will be achieved if every 85% of students who requests an Internship placement is offered one.					
2. Monitor the quality and usefulness of *Internships* for establishing or improving ministry skills in light of the specific vocational and degree plans of each student.	2. Questions related to this outcome are in the evaluations of the Internship by supervisor and student. For 2012-13 a more robust set of evaluation questions will be added to the existing questions. The new questions will attempt to tease out what specific factors made internships positive experiences. Composite scores are computed annually from all evaluations, then compared to previous scores every 3 years (next is 2014-15). Success in this outcome will be an overall composite Likert score of 4.0 or more.					

3. Field supervisors will improve their performance through being offered a supervisor's guide that includes both supervisor coaching plus instruction in the educational expectations of Phoenix Seminary.	3. The helpfulness of the Guide will be established if 70% or more of supervisors during a given academic year rate the following statement with a Likert score of 4.0 or higher: "*The training material provided by the seminary better equipped me to act as a field education supervisor?*" The statement is incorporated into the Supervisor's Evaluation document. This year the Director will begin sending to interns the Supervisor's Guide to print and hand personally to the supervisor. This is an attempt to ameliorate the problem of Supervisors not opening, printing and using the Guide when sent as an email attachment.					

Reviewed by the Assessment Committee – 10/2/12

Assessment Plan and Record for Academic Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Finance

Department Purpose: The Department will provide financial services and useful information to students, faculty, and staff with integrity and good stewardship.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Finance Department will measure the Primary Reserve Ratio along with a composite financial index score	Procedures: Finance Department will report the Primary Reserve Ratio as well as other critical ratios annually. Criteria: The Primary Reserve Ratio indicates how long Phoenix Seminary could operate using its expendable reserves without relying on additional net assets generated from operations. Success will be measured by maintaining a .5 or higher ratio Procedures: Other critical ratios will be included with the Primary Reserve Ratio to determine the composite financial index score. Criteria: This score will allow the Seminary to monitor its financial performance. Success will be measured by a composite score of 3 or above					
2. Finance Department will accurately record accounting information	Procedures: Finance Department will accurately record financial information in accordance with GAAP Accounting guidelines. Criteria: Success will be achieved if Phoenix Seminary has an unqualified audit.					

3. Finance Department will measure the annual budget vs. actual income and expenses	Procedure: Finance Department will measure annual income and expenses budget vs. actual for the fiscal year and forward this data to the finance committee. Criteria: Success will be achieved if the annual budget is within 5% of actual.					
4. Finance Department will measure income received from tuition income	Procedures: Finance Department will measure income received through tuition revenue vs. income received from other sources. Criteria: Success will be achieved when operating expenses are funded by not less than 40% of tuition revenue.					
5. Finance Department will provide timely financial reports to the Staff, Board, Executive, Finance and Advancement committees	Procedures: Finance Department will provide timely financial reports. This will include 24/7 access to the department leaders to their financial information. Criteria: Success will be achieved if financial reports are provided on a monthly basis to the Executive, Finance, Advancement Committee and staff and quarterly to the Board.					

Reviewed by the Assessment Committee – 10/2/12

PHOENIX SEMINARY

Assessment Plan and Record for Academic Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Financial Aid

Department Purpose: To promote enrollment and retention of PS students by awarding them funds for their education.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. To increase the number of students receiving in-house scholarships to 80% of those who apply.	Success will be achieved if 80% of our scholarship applicants receive at least one scholarship.					Director of Financial Aid
2. Review and update all Financial Aid Policies and Procedures on an annual basis. Review on an on-going basis. Update documentation and website by June 1st for each academic year. .	Success will be achieved if policies, procedures, and the website are current by June 1st each year.					Director of Financial Aid
3. To implement a Financial Literacy Program for loan students. Topics to include: Eliminating Debt and Creating a Budget and a Spending Plan.	Success will be achieved if this program is available for all new loan students by June 1st.					Director of Financial Aid

4. To implement a Default Management strategy to protect our Cohort Default Rate (CDR).	Success will be achieved if procedures are established to follow up with students who have become delinquent on their seminary loans. Our CDR will be an indicator of our success in this strategy.					Director of Financial Aid

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Assessment Plan and Record for Academic Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Human Resources

Department Purpose: To recruit, train and retain qualified employees with high morale.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Enhance the understanding of diversity and cultural differences in our Seminary community through periodic guest lecturers.	Survey to determine the effectiveness of the lectures.					
2. Design and implement a policy for staff professional development.	The Policy has been created and shared with staff.					
3. Review benefits and improve where possible within the budget	Review current benefits budget and health care plan increase to assess the amount available					

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Assessment Plan and Record for Academic Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Information Technology and Website

Department Purpose: To provide superior technology and support for staff, faculty and students.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Implement systematic technology upgrades of classrooms, staff and faculty hardware	As funds are available: Classrooms: Upgrade CLs 1, 2, and 4 to handle lecture capture. Staff: Replace eight PCs, monitors and two laptops. Faculty: Purchase monitor and docking station for Steve Tracy.					
2. Upgrade our LMS (Moodle) to handle both hybrid and online course modalities to support online learning.	Upgrade Moodle to 2.X and redesign it to effectively support on-ground, hybrid, and online course modalities.					

3. Complete the implementation of Blackbaud SIS	Iron out the remaining bugs from the implementation and deactivate all File Maker SIS functions. Implement faculty and student web portal as well as online bill payment functionality.					

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Assessment Plan and Record for Academic Year: 2012-2013

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.
Academic / Administrative/ Student Services Program: Library Services
Department Purpose: To provide patrons a well-developed theological and scholarly collection in an environment which inspires excellence and promotes genuine love of biblical study for ministry.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Provide our seminary students the tools and staff assistance necessary to be able to utilize both print and online information resources in order to perform scholarly research, and effectively accomplish their research projects.	1. The library staff will make use of a teaching seminar in BL 500/501 where a class project (exam) and student survey will provide assessment data.		1. Evaluate Fall 2012 and Spring 2013 BL-501 end our course surveys will be rewritten to more accurately survey the changes made to the teaching seminar which now involves a live laptop interactive demonstration.	1. To Be Determined (TBD)	1. TBD	1. Director of Library Services oversees the accomplishment of this goal.
2. Demonstrate that the library is being fully utilized, and indicate on which days greater activity occurs.	2. The library circulation desk will use a daily tracking survey (i.e., resource usage report)		2. The FY '11/'12 compared to FY '12/'13 statistics from the library daily forms results will be compiled in Excel and results graphed and assessed.	2. TBD. Evaluate library use increases or decreases in terms of PhxSem recruiting, scholarship offers; MDIV/MA student numbers; PhxSem Library outreach programs; reserve item increases; increased usage by students enrolled at other online institutions.	2. Stay on track with current plan and programs to see future effects.	2. Director of Library Services oversees the accomplishment of this goal. All staff that work at the library circulation desk must to the best of their ability, accomplish the daily tracking survey.
3. Properly enhance the library environment to ensure that physical materials are properly preserved for access by future generations.	3. The seminary library has used the Northeast Document Conservation Center (NEDCC) self study guide worksheets (2006) for analysis to recommend library improvements.		3. The summer 2006 study conducted in conjunction with the Director's library masters work at the U. of Arizona (completed May 2007) revealed that the seminary library had environmental issues that	3. Immediate issues dealt with were: a. Destructive insects reduced by limiting food and drink in the library. b. Destructive gasses reduced by not allowing insect sprays in the library.	3. Library strategic planning goals expired FY 2009/2010 but have been revisited by the seminary President. Vacant space with air conditioning in the seminary parking garage storage area was utilized to	3. Director of Library Services oversees the accomplishment of this goal.

			needed immediate and future attention in order to prevent the decay of valuable paper resources.	Sprays allowed outside only. c. Major cleaning of all shelves and books accomplished by volunteer Bob Miller in summer and fall of 2011. d. Establishing consistent seasonal temperatures (twice annually) in the library. e. Archive containers for rare books created for better support and UV light protection.	temporarily assist in the archive expansion project. The library staff utilized its stored wood shelving and relocated over 4,000 archived journals to the parking garage storage. This has delayed the need for additional archive space. In summer of 2012 we also added additional media storage to house both audio and video tapes we will be archiving from our retrospective conversion of tape to DVD and CD.	
4. Verify that the library resources meet various core course bibliographic requirements.	4. The Acquisitions Librarian will utilize and maintain a bibliography binder and tracking form to monitor bibliographic support for each seminary course offered. Faculty assisted by the Acquisitions Librarian developed bibliographic support listing 20-25 resources for each seminary course. Courses that are coded red have no bibliographic support developed for the library. Courses coded yellow have bibliographic support with over 80-100% of resources on the stacks, however the resource list is not current and over 2 years old. Courses coded green have a current bibliography and 80-100% of the listed resources available on the library stacks.		4. TBD. Assess the currency of bibliographic support for each Phoenix Seminary course and add additional resources as necessary to code them Green or current.	4. TBD.	4. TBD.	4. Director of Library Services oversees the accomplishment of this goal in coordination with the Acquisitions librarian. The Acquisitions librarian will coordinate the accomplishment of all bibliographies with their respective faculty members.

Reviewed by the Assessment Committee – 10/2/12

Assessment Plan and Record for Academic Year: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Marketing

Department Purpose: Maximize awareness of Phoenix Seminary through marketing disciplines to attract potential qualified godly leaders as students and to motivate investors to support this mission.

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Continue to implement Integrated Marketing Plan	Continue development of teams; put action plans in place					Patti and PS Staff Marketing Advisors
Keep website fresh and updated	Work with staff members to refresh their sections; front page changed bi-weekly					Patti/Don/Austin
Design and deliver products; develop and implement marketing geared toward current and potential students, current and potential donors	Plans and product using this year's annual theme					Patti and PS Staff Advisors Nate

Crisis Communication Plan	Implement Plan					Patti with approval of Cabinet/Board
Social Media for Marketing and Fundraising	Research, get training, develop and implement plan					Patti/Don/Nate /Tiina

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Assessment Plan and Record for Academic Year: 2012-2013

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: MENTORING

Department Purpose: Our purpose is to stimulate students to grow in godliness so they may increasingly embody the character of Christ and lifestyle of mature Christian disciples.

Assessment Plan ("beginning the loop")			Assessment Record ("closing the loop")			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Every new degree student will have a mentor by the registration deadline for the following semester.	Success is indicated when 85% or more new students have a mentor by the end of their first semester.					
2. Students will log all mentoring meetings and submit a "Mentoring Meeting Log" at the end of each semester.	We are choosing to no longer assess this program item, but will continue to ask that students turn in their logs.					
3. Students will be engaged with their mentor in addressing their character development objectives (typically articulated on a Personal Development Plan).	Success is indicated when 80% of our sample (students currently scheduled for Periodic Faculty Review) receive positive evaluations by their mentors via the Mentor Evaluation. (Questions 3 & 4)					
4. Personal mentoring will have a positive influence on the student's ability to mature in Christ-like character.	Success is indicated when 80% or more mentors of our sample (students currently scheduled for Periodic Faculty Review) respond positively via Mentor Evaluations to questions related to this outcome. (Questions 6 & 8)					

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Assessment Plan and Record for Academic Year: 2012-2013

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Administrative/Operations Department: Office of the Registrar (Records)

Department Purpose: The Phoenix Seminary Office of the Registrar ensures the accuracy and confidentiality of all student records while providing timely communication and services in the areas of Registration, Transcripts, and Academic Advising. The Office of the Registrar is also responsible for Institutional Reporting, Graduation, Course Scheduling, and *Student Handbook* publication.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
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1. Provide timely service to students.	1. Each semester, the Office of the Registrar will monitor the turnaround time from the receipt of a completed Transcript Request to the issuance of the Official Transcript. Success will be achieved if the average turnaround time is five business days.		1.	1.	1.	1.

2. Student records will be kept secure and confidential.	2. Each year, the Office of the Registrar will re-evaluate the procedures for protecting electronic and hard-copy student records. Success will be achieved if the Seminary receives no complaints of FERPA violations.		2.	2.	2.	2.
3. Provide effective academic advising to students.	3. The Office of the Registrar will provide advising assistance to continuing students in advance of Registration each semester indicating progress in program and recommended courses. Success will be achieved if advising assistance is provided to 70% of continuing credit students.		3.	3.	3.	3.
4. The *Student Handbook* will be edited and published annually.	4. The Office of the Registrar will measure the response rate from departments regarding contributions (changes or no changes) for the *Handbook*. Success will be achieved if the response rate is 70%.		4.	4.	4.	4.

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PHOENIX SEMINARY

ASSESSMENT PLAN AND RECORD FOR YEAR: 2012-13

Institutional Mission: To equip godly leaders to serve Jesus Christ effectively in a diverse and changing world by providing theological education with personal mentoring and ministry training in partnership with the local church.

Academic/Administrative/Student Services Program: Student Life

Purpose: The mission of Student Life is to enhance the seminary learning experience by helping students further develop the values of Christian community, spiritual maturity, and academic excellence through student advocacy and enrichment opportunities.

Assessment Plan ("beginning the loop")			**Assessment Record ("closing the loop")**			
Intended Departmental Outcomes: *"What goals do we want to achieve?"*	**Criteria & Procedures for assessment of Outcomes:** *"How will we determine whether we meet our goals?"*		**Assessment Results:** *"What does evaluation indicate about whether we are meeting our goals?"*	**Use of Results to Improve Performance & Service:** *"What steps will we take to do a better job of meeting our goals?"*	**Strategic Planning and/or Budget Action:** *"What will it take (time and resources) to take these steps to improve?"*	**Person responsible for implementing improvement steps:** *"Who will get it done?"*
1. Continuously monitor the pastoral, academic and professional concerns and needs of seminarians and respond to significant trends in student concerns. (Community-Advocacy)	1. The Office of the Dean of Students will keep a log of counseling, guidance, and advisement conversations (by topic) with students. Significant changes to trends in reported student concerns (using previous years' as a base line) will be evaluated annually by the Dean of Students and will be reported to the Vice President of Student Development.					
2. Assist students in exploring vocational options by exposing them to an array of vocational ministry opportunities within the context of their academic development. (Academic excellence-Enrichment)	2. Host a variety of ministry representatives on campus in student spaces to provide information, interaction, and vocational formation. Criteria for effectiveness: Minimum of four ministry representatives on campus per academic year.					

3. Regularly provide a forum for the reporting of educational concerns by ethnic & minority students, female students, and students with disabilities. (Community-Advocacy)	3. Convene a focus group with each of these groups (one group per year in a three year cycle) to explore student satisfaction with seminary programs, educational experiences, and faculty. Focus group results will be disseminated to appropriate departments with suggestions for policy review. Comparison with prior years' results will provide a measure of any level of improvement. Rotation: Female Students 2012-13 Minority Students 2013-14 Students w/Disabilities 2014-15					