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Program Review 2018-2021: Bachelor in Ministry & Leadership

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Number of Majors

Residential:

Fall 2018	Fall 2019	Fall 2020	Fall 2021
165	153	139	147

Online:

Fall 2018	Fall 2019	Fall 2020	Fall 2021
126	127	177	221

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Description of Primary Evidence

The Senior Paper in Theology 499 is the one primary artifact that is consistently used in all programs and concentrations to measure mastery level attainment of various program outcomes.

The artifact is used in the following **residential** Ministry & Leadership concentrations:

- Church Administration
- Evangelism & Outreach
- Intercultural Studies
- Local Church Pastor
- Sports Ministry
- Youth & Family Ministries

The artifact is used in the following **online** Ministry & Leadership concentrations:

- Church Administration
- Evangelism & Outreach
- Local Church Pastor

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Program-Concentration Outcome Descriptions & Rubric Criterion Alignment

The Theology 499 Senior Paper artifact addresses the following Program-Concentration Outcomes. The Ministry and Leadership master rubric criterion used to assess the program outcomes are listed.

Residential Ministry and Leadership Concentrations

1. **Ministry and Leadership: Church Administration Concentration**

   Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry and the local church.
   Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to ethical principles of church operation.
   Program-Concentration Outcome 3: Students will demonstrate an understanding of Christian theology and life application in the context of church organization and function.

   Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
   - 1-A, B, C, D, E
   - 2-A, B, C, D, E
   - 3-A, B, C

2. **Ministry and Leadership: Evangelism & Outreach Concentration**
   Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry and the local church.
   Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to evangelism and outreach ministries.
   Program-Concentration Outcome 3: Students will demonstrate an understanding of Christian theology and life application in the context of church organization and community development.

   Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
   - 1-A, B, C, D, E
   - 2-A, B, C, D, E

3. **Ministry and Leadership: Intercultural Studies Concentration**

   Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry to international cultures.
   Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to discipleship and evangelism in an international, multi-cultural context.
   Program-Concentration Outcome 3: Students will demonstrate a proficiency in administration of and adherence to inter-cultural mission experience.

   Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
   - 1-A, B, C, D, E
   - 2-A, B, C, D, E

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4. **Ministry and Leadership: Local Church Pastor Concentration**

Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry and the local church.
Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to discipleship and evangelism in a local community.
Program-Concentration Outcome 3: Students will demonstrate an understanding of Christian theology and life application in the context of church organization and function.

Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
- 1-A, B, C, D, E
- 2-A, B, C, D, E

5. **Ministry and Leadership: Sports Ministry Concentration**

Program-Concentration Outcome 1: Demonstrate knowledge in all areas of a sport management including: marketing, sales, sport law, accounting, and finance.
Program-Concentration Outcome 2: Demonstrate advanced understanding of ethical considerations and social responsibility in sport management in the United States and Globally.
Program-Concentration 3: Demonstrate professional writing and oral communication skills.
Program-Concentration Outcome 4: Demonstrate an ability to network with sport industry professionals.
Program-Concentration Outcome 5: Demonstrate an understanding of the sport industry and its relationship to culture and society in the United States and Globally.

Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
- 4-A, B, C, D, E, F, G, H, I, J, K, L, M
- 5-A, B, C, D, E, F, G, H, I, J, K

6. **Ministry and Leadership: Youth and Family Ministries Concentration**
Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry to youth and families.
Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to youth and family ministry.
Program-Concentration Outcome 3: Students will demonstrate a knowledge and understanding of the organization and techniques of ministry to postmodern youth and families.

Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
- 1-A, B, C, D, E
- 2-A, B, C, D, E

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Online Ministry and Leadership Concentrations

1. **Online Ministry and Leadership: Church Administration Concentration**

    Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry and the local church.
    Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to ethical principles of church operation.
    Program-Concentration Outcome 3: Students will demonstrate an understanding of Christian theology and life application in the context of church organization and function.

    Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
    - 1-A, B, C, D, E
    - 2-A, B, C, D, E
    - 3-A, B, C

2. **Online Ministry and Leadership: Evangelism & Outreach Concentration**
    Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry and the local church.
    Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to evangelism and outreach ministries.
    Program-Concentration Outcome 3: Students will demonstrate an understanding of Christian theology and life application in the context of church organization and community development.

    Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
    - 1-A, B, C, D, E
    - 2-A, B, C, D, E

3. **Online Ministry and Leadership: Local Church Pastor Concentration**

    Program-Concentration Outcome 1: Students will use critical thinking and writing skills in the context of ministry and the local church.
    Program-Concentration Outcome 2: Students will apply working knowledge of Christian principles to discipleship and evangelism in a local community.
    Program-Concentration Outcome 3: Students will demonstrate an understanding of Christian theology and life application in the context of church organization and function.

    Ministry and Leadership Master Rubric Criterion use to assess the Program-Concentration Outcome:
    - 1-A, B, C, D, E
    - 2-A, B, C, D, E

Scale			
4.00	90%+	3.00	60%
3.66	80%	2.00	35%
3.33	70%	1.00	15%

Primary Evidence: Program Outcomes

Program Outcomes	2018 - 2019				2019 - 2020				2020 - 2021			
	Residential		Online		Residential		Online		Residential		Online	
	n	score	n	score	n	score	n	score	n	score	n	score
Students will use critical thinking and writing skills in the context of: • ministry in the local church. (Evangelism & Outreach) • to international cultures. (Intercultural Studies) • ministry and the local church. (Local Church Pastor) • ministry to youth and families. (Youth & Family Ministries) • sports ministry (Sports Ministry) • ministry in the local church (Church Administration)	138	3.16	17	3.73	19	3.45	13	3.73	161	3.39	48	3.72
Students will apply working knowledge of Christian principles to: • evangelism and outreach ministries. (Evangelism & Outreach) • discipleship and evangelism in an international, multi-cultural context. (Intercultural Studies) • discipleship and evangelism in a local community. (Local Church Pastor) • youth and family ministry. (Youth & Family Ministries) • sports ministry. (Sports Ministry) • ethical principles of church operations. (Church Administration)	88	3.38	16	3.66	19	3.96	13	3.72	152	3.73	44	3.75
Students will demonstrate: • an understanding of Christian theology and life application in the context of church organization and community development. (Evangelism & Outreach) • a proficiency in administration of and adherence to inter-cultural missions experience. (Intercultural Studies) • an understanding of Christian theology and life application in the context of church organization and function. (Local Church Pastor) • a knowledge and understanding of the organization and techniques of ministry to postmodern youth and families. (Youth & Family Ministries) • an understanding of Christian theology and life application in the context of sports ministry. (Sports Ministry) • an understanding of Christian theology and life application in the context of church organization and function. (Church Administration)	10	3.70	14	3.96	19	3.93	12	3.80	16	3.30	3	3.33

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Primary Evidence: Artifact Outcomes

ARTIFACT OUTCOMES	2018 – 2019		2019 – 2020		2020 – 2021		2020 – 2021	
	Residential		Residential		Residential		Online	
	n	score	n	score	n	score	n	score
WPA-ML-Internship Journal	-	-	-	-	1	3.69	-	-
WPA-ML-Local Church Outreach Plan	12	3.48	-	-	-	-	-	-
WPA-ML-Presentation	-	-	-	-	2	3.64	-	-
WPA-ML-Proverbs Project-Plan	2	3.70	-	-	-	-	-	-
WPA-ML-Research Project	-	-	-	-	-	-	3	2.46
WPA-ML-Senior Paper	28	3.11	19	3.78	34	3.48	8	3.32

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Primary Evidence: Criterion Outcomes

Scale			
4.00	90%+	3.00	60%
3.66	80%	2.00	35%
3.33	70%	1.00	15%

CRITERION OUTCOMES	2018 – 2019				2019 – 2020				2020 – 2021			
	Residential		Online		Residential		Online		Residential		Online	
	n	score	n	score	n	score	n	score	n	score	n	score
ML-1-A-Style and Format	28	2.86	-	-	19	3.17	-	-	34	2.97	11	2.82
ML-1-B-Professional Source Citation	28	3.14	-	-	-	-	-	-	33	3.18	11	3.45
ML-1-C-Written Expression	28	3.07	-	-	19	3.13	-	-	34	3.15	11	3.09
ML-1-D-Topic Clarity and Support	27	3.07	-	-	-	-	-	-	30	3.53	7	4.00
ML-1-E-Organization and Thoughtfulness	27	3.37	-	-	19	3.4	-	-	30	3.63	6	3.83
ML-2-A-Leadership	17	3.76	-	-	-	-	-	-	30	3.63	10	3.80
ML-2-B-Integration of Biblical and Theological Principles	19	3.00	-	-	19	3.77	-	-	30	3.63	7	3.43
ML-2-C-Understanding Ministry Context	15	3.93	-	-	19	3.77	-	-	30	3.70	7	4.00
ML-2-D-Applications of Concepts and Skills	17	3.06	-	-	19	3.93	-	-	32	3.63	8	3.75
ML-2-E-Reflection of Experience	17	3.29	-	-	19	4.00	-	-	30	3.60	7	3.71
ML-3-A-Christian Core Values	3	3.67	-	-	19	4.00	-	-	6	3.33	1	4.00
ML-3-B-Principles of Biblical Interpretation	3	3.67	-	-	19	3.93	-	-	5	3.00	1	3.00
ML-3-C-Application	3	3.67	-	-	-	-	-	-	5	3.20	1	3.00
ML-3-D-Logical Organization of Ideas	2	4.00	-	-	-	-	-	-	-	-	-	-
ML-3-E-Engaging and Appropriate Presentation	2	4.00	-	-	19	3.93	-	-	-	-	-	-
ML-4-A-Public Relations Communication	-	-	-	-	-	-	-	-	1	3.00	-	-
ML-4-B-Clear Expression	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-4-C-Social Media Management	-	-	-	-	-	-	-	-	1	3.00	-	-
ML-4-D-Professional Development Training	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-4-E-Job Description Development	-	-	-	-	-	-	-	-	1	3.00	-	-
ML-4-F-Professional Visuals	-	-	-	-	-	-	-	-	1	4.00	-	-

Scale			
4.00	90%+	3.00	60%
3.66	80%	2.00	35%
3.33	70%	1.00	15%

CRITERION OUTCOMES	2018 – 2019				2019 – 2020				2020 – 2021			
	Residential		Online		Residential		Online		Residential		Online	
	n	score	n	score	n	score	n	score	n	score	n	score
ML-4-G-Date	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-4-H-Time-In	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-4-I-Time-Out	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-4-J-Duties Performed	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-4-K-Problems Encountered	-	-	-	-	-	-	-	-	1	3.00	-	-
ML-4-L-Problem Resolutions	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-4-M-Practical Knowledge	-	-	-	-	-	-	-	-	1	4.00	-	-
ML-5-A-Public Relations Communication	-	-	-	-	-	-	-	-	2	3.50	-	-
ML-5-B-Professional Visuals	-	-	-	-	-	-	-	-	2	3.00	-	-
ML-5-C-Location	-	-	-	-	-	-	-	-	2	3.00	-	-
ML-5-D-Company & Position Decision	-	-	-	-	-	-	-	-	2	3.50	-	-
ML-5-E-Duties Performed	-	-	-	-	-	-	-	-	2	4.00	-	-

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Primary Evidence: ORU Whole Person Outcomes | Residential and Online

ORU Whole Person Outcome		2018 – 2019		2019 – 2020		2020 – 2021	
		Residential		Residential		Residential	
		n	score	n	score	n	score
1A	Biblical Literacy	378	3.79	249	3.91	209	3.74
1B	Spiritual Formation	35	3.87	73	3.86	38	3.96
2A	Critical Thinking, Creativity & Aesthetic Appreciation	228	3.56	120	3.21	68	3.79
2B	Global & Historical Perspectives	273	3.53	20	3.66	14	3.94
2C	Information Literacy	83	3.40	248	3.37	176	3.23
2D	Knowledge of the Physical & Natural World	24	3.67	13	3.10	6	4.00
3A	Healthy Lifestyle	46	2.65	122	2.61	63	2.44
3B	Physically Disciplined Lifestyle	115	3.48	158	3.11	163	3.16
4A	Ethical Reasoning & Behavior	278	3.59	371	3.77	212	3.49
4B	Intercultural Knowledge & Engagement	228	3.69	153	3.78	158	3.80
4C	Written & Oral Communication	248	3.44	231	3.19	294	3.55
4D	Leadership Capacity	201	3.57	326	3.81	238	3.69

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Program Assessment Process Description

The ORU Department of Undergraduate Theology faculty members evaluate the Ministry and Leadership (ML) program and its six concentrations through a variety of means. Faculty have established a systematic process of assessing degree plans sheets, programs outcome effectiveness, examine student numbers and performance, propose and approve changes, and implement changes to the program through monthly department faculty meetings, the UG theology curriculum committee, and departmental assessment days. At the University level assessment data reports are delivered at the end of the Fall and Spring semesters with time given to evaluate programs before the next semester begins. As an Undergrad Dept. we have begun to take further steps in the assessment of our programs. In addition to the university assessment days, the faculty meet at the beginning of each semester for a departmental assessment day to evaluate the five programs in the department in light of broader quantitative and qualitative data to facilitate continuous improvement throughout the program (see UG Faculty Mtg 2021 08 17 Assessment Day Minutes).

For the Ministry & Leadership (ML) program and its six concentrations, the faculty have created curriculum maps for each concentration to align ML learning outcomes with coursework. For example, see ML CHAC curriculum map. In light of these maps, faculty members determined that Senior paper, the capstone project required for the ML degree program, offered the best evidence of learning across the program at a mastery level. The faculty evaluate the average artifact outcomes and the criterion line outcomes data from the Whole Person Assessment (WPA) artifact rubric in Desire2Learn (D2L) from the THE 499 Senior Paper course (see THE 499 ML CHAC Senior Paper Spring 2018). These rubrics align with ML program outcomes. While the Senior Paper course does address all three program outcomes, only the Church Administration concentration artifact rubric includes all three. The rest of the concentrations only include Program Outcome 1 and 2 in the rubric (see ML-EVOC Program Artifact Rubric). Faculty are aware that more data for Outcome 3 would be beneficial. At our Departmental Assessment Day in January, faculty will re-evaluate and determine whether criterion lines for Outcome 3 should be included in the rubric for the other concentrations. Another option is to add a Whole Person Assessment artifact for CHRM 398-Ministry Practicum to assess how well students are meeting Outcome 3, which concerns the application of Christian theology in life and concentration specific contexts. We will also consider adding additional collection points to strengthen data such as Whole Person artifact data from our majors from developmental courses: BIB 222 Introduction to Old Testament and BIB 261 Introduction to New Testament. These are general education requirements specific to our majors.

At the January meeting faculty will also evaluate the numeric data from the program outcomes, artifact outcomes, criterion outcomes, and whole person outcomes from General education courses taken by our department majors. They will note average data values for each

concentration that are below 3.0 and create actions plans to address concerns with low student scores. Our recent data sets from 2018-2021 (as seen above) indicate some possible concern with student work as communicated from our criterion line data from the Senior Paper artifact for ML 1A Style and Format scores for both residential (2.81 in 2018-2019 and 2.97 in 2020-2021) and online (2.82 in 2020-2021). This area of improvement is an ongoing challenge with student coursework. This will likely be identified as an area of concern where faculty implement changes to make improvement. Since the online ministry and leadership program mirrors the residential, this data and evaluation process helps UG theology faculty also maintain oversight of the online Ministry and Leadership program outcomes and student performance within its coursework.

Program and course adjustments also come through University wide initiatives and Key Performance Indicators (KPIs). These stimulate changes in a program to add a component to a degree program or to coursework. For example, our Fall 2021 assessment day worked on aligning program outcomes to the new University outcomes (see Assessment Day minutes Fall 2021). These outcomes are currently being integrated into our Spring syllabi for both residential and online courses.

Additionally, informal and formal feedback from student opinion surveys, alumni, employers, Graduate School of Theology and Ministry advisory Board, alumni job and graduate placement, and a faculty member's personal and professional network provide another means for program evaluation. For example, the closure of Ministry and Leadership: Church Administration degree and renaming of its replacement: Church Leadership to Church Operations (starting in Fall 2022) came through this process (see below).

Faculty professional development in the areas of teaching excellence and maintaining expertise in the field of study provides another means of continuous improvement. The former seeks to equip faculty with creative ways to improve student learning, which the University encourages through the Teaching Excellence Framework and promotion process. Faculty development workshops are offered each semester to residential faculty and monthly to online faculty. Faculty expertise informs the content and skill sets needed for student success in and beyond the program. These skill sets are evaluated through a collegial and collaborative process among UG theology faculty. Thus, faculty observations often play an important role in our assessment and change process.

Formal Assessment Process:
1. Develop an assessment plan with the relevant artifact(s) that will be used to collect data for each student outcome.
2. Collect the data by faculty members from the courses with artifacts in Desire2Learn (D2L).
3. Collect additional data through the various means as indicated above.
4. Evaluate the data (qualitative *and* quantitative) through our semesterly assessment day.
   a. Review previous changes and their possible impact on data results.

b. Evaluate data for program improvement.
c. Identify 1-2 areas of concern, in which to implement changes for ML program improvement.
d. Propose changes.
e. Implement curriculum change or coursework adjustment to address area of concern from data using measurable goals with a specific timeline.
f. Revise the communication-measurement tool(s) for the changes. This is often a rubric, check-list, or curriculum exemplar.
g. Discuss and review the changes we're making as we implement them as a team. Discussing what we're doing and what's working and not working as we're doing it helps create momentum and strengthen the changes. We informally measure the effect of our changes as we deliver them through assignments and low-stakes assessments.
h. Formally measure the impact of the change after the implementation cycle is complete.
i. Re-evaluate periodically.

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Continuous Program Improvement Description

- In 2017, the Online Ministry & Leadership program was created to mirror the residential program. This replaced the Online BS: Church Ministries program, which had multiple problems. Church ministries had too many hours in the major (66) with almost no free electives. It did not match any residential degrees, which made it difficult for students to switch campuses. The program also did not suit adult studies student needs very well. Consequently, the Online Ministry & Leadership program has grown significantly. We continue to take steps to align online degrees in UG theology with residential requirements. When curriculum changes are made residentially, online does its best to follow suit or offers a comparable, departmental-approved course substitution.

- In 2019, UG Theology faculty decided to change the concentration name of Church Administration to Church Leadership. The change was made in response to University's 2019-2020 Five-Year Adaptive plan that requested a greater focus on leadership in coursework and programs at the University (KPI 1.2 Expand the curriculum to support leadership development in the classroom). The numbers in the new concentration, however, remained low compared with other Ministry and Leadership concentrations.

	Fall 2020	Spring 2021	Fall 2021
Church Administration	12	13	9
Church Leadership	1	6	16

In review, the UG faculty observed that Ministry and Leadership major with a concentration in Church Leadership seemed redundant in description and less aligned with practical theology. Secondly, the Ministry and Leadership/practical theology curriculum committee gathered informal feedback from pastors and churches on what degree would attract church employers. This led the faculty to change the name to a more marketable name: Church Operations and adjusted the degree plan sheet to incorporate more courses with a management skillset (See UG faculty Theology department meeting minutes from February 1, 2021).