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A MESSAGE from the VICE PROVOST for STUDENT SUCCESS and ENGAGEMENT



I am pleased to present the 2019-2020 annual report for the Division of Student Success and Engagement at Messiah University in Mechanicsburg, PA. This past year was the first year we lived into our new Division name, Student Success and Engagement. And although engaging with students looked a little different since spring 2020, we are grateful for our students and the ongoing community that is felt and experienced here at Messiah.

One of the many things I appreciate about Messiah University is our holistic approach to student learning. The recognition and value placed on students being educated beyond the classroom - in residences, on athletic fields, during service

projects, etc. - is evidenced in our distinctive Community of Educators model and our commitment to University Learning Outcomes.

The Division of Student Success and Engagement is comprised of several departments. These include the Academic Success Office, Agape Center for Service and Learning, Athletics, Athletic Training, the Career and Professional Development Center, Campus Ministries, the Engle Center for Counseling and Health Services, the Fitness Center, the Intercultural Office, Residence Life, and the Student Involvement and Leadership Programs Office.

Our Division, in partnership with others, seeks to advance the mission of Messiah University by nurturing holistic learning and development, and creating a vibrant educational community. We achieve this goal through a holistic cocurriculum anchored in six Student Success and Engagement learning outcomes. These outcomes reflect the University's Undergraduate Learning Outcomes as well as standards developed by the Council for the Advancement of Standards in Higher Education (CAS.) This annual report will highlight some of the educational programs designed and delivered this year to promote growth and learning. In addition, there is evidence of student learning demonstrated with each outcome. The report also includes demographic data as demonstrated by our established dashboards for each department.

During this time of ongoing change due to COVID19, I am grateful for the flexibility, creativity, and resilience of the student success and engagement professionals as they continue to be dedicated and committed to students' maturity of intellect, character, and Christian faith for lives of service, leadership, and reconciliation in our students.

Kris Honsen Kleller

Kris Hansen-Kieffer Vice provost for student success and engagement





DEPARTMENT LISTING

Academic Success

Agapé Center

Athletics

gomessiah.com | 1 @ 2 D 3

Career and Professional **Development Center**

messiah.edu/career | f @ y fn p

Campus Ministries

messiah.edu/ministries | f

Engle Center for Counseling and Health Services

messiah.edu/englecenter | 1

Fitness Center

Intercultural Office

Living in community

messiah.edu/livingincommunity

Residence Life

messiah.edu/residencelife | f

Student Involvement and Leadership Programs

messiah.edu/SILP | @

DIG DEEP | Outcome I

It is important students develop the ability to adapt to changing situations, make complex decisions, solve problems and realistically evaluate their own actions and the actions of others.

Messiah University students will...

- Think critically
- Reflect thoughtfully
- Reason effectively
- Maintain intellectual flexibility



The Experiential Learning Initiative (ELI) at Messiah University requires our students to participate in at least one experiential learning experience during their time at Messiah. ELI is a guided process where students are challenged to learn, apply and integrate knowledge and skills in an authentic context towards meaningful careers and community engagement.

Experience		# of students	# of advisors
I °°i	Internships	224	4
	Practica	185	8
iji	Leadership	137	23
Min	Service Learning	56	4
*	Off-Campus Programs	70 semester-long 181 cross-cultural courses	13
	Research	48	14
	TOTALS	901 total experiences	66

Off-Campus Programs

Roughly 30 students each semester participate in a re-entry retreat hosted for any student who recently studied off-campus for the semester. During the time together, a meal is shared, guest speakers share their experience abroad, and there are two breakout session. Specifically, during the "What's Changed?" session led by Engle Center counselor, Debbie Danielson, students start to navigate what has changed – the expected and welcomed changes, and the surprising and perhaps unsettling changes. It's during this time that students start to explore and understand their own identity now as a cultural hybrid.

"As a result of studying abroad, I am more assertive and passionate about caring for others and standing up for the underprivileged or misunderstood."



Residential Learning

Each RA is paired with 1-2 additional RAs, and together they invite a faculty member to their floor to speak with the students on a topic of interest. Stephen Gallaher, Professor of Christian Ministries, came to speak about leaning on God when confronted with fear.

"What impacted me the most about this event was how engaged the residents were. As other residents walked through the common space, they too wanted to know the end to the story and the room quickly filled up. From his talk, I was struck by the power of leaning on God in the uncertainty, and to turn those circumstances into opportunities to glorify God. I was inspired by how God used the event to teach us about His character."

-Alyssa Reiff, RA and attendee



BE ROOTED | Outcome 2

Ultimately, students cannot fully embrace others until they have attained a level of self-understanding and a sense of who God created them to be.

Messiah University students will...

- Demonstrate a mature sense of personal attributes such as identity, self-esteem, confidence and integrity
- Mature in their relationship with God in regard to spiritual practices, reconciliation, servant leadership and embracing life as worship

Agape Center Domestic and International Service Trips

Fifty-one students participated in domestic service trips, ranging from Priority One Ministries (Bronx, NY) to the Steinbruck Center (Washington, D.C.). These programs were selected based on long standing partnerships the college has with organizations who provide an opportunity to serve, while also providing a space to process the different cultures students engage. Based on our assessment following the trips, students who participated in Domestic Service Trips developed a matured sense of self in relationship to God, resulting in intentional growth.

"Serving with Paxton Ministries was one of the highlights of my Messiah experience. It was such a blessing to be able to get off campus each week and form new relationships with members of the community there...and to see my faith alive. I would absolutely recommend volunteering with any of the service opportunities the Agape center offers, as they are an incredible way to be Jesus' hands and feet to the people around us." -Abby Mills, Class of 2021, Paxton Ministries



"My |-Term service trip helped me grow in my faith by teaching me when we must take action and when we must be still—there are opportune and appropriate times for both. Sometimes, the most powerful thing we can do is allow someone else to take the stage instead of inserting ourselves in every conversation. It's both an act of humility and an act of honoring what the other person has to say. And when on a service trip, it's never about ourselves—it's about the other. That manifests in the way of yielding to what another has to say, rather that constantly cutting them off because we think what we have to say is correct or more important than what they need to say. I realized everyone comes to the table with different experiences and expectations leading them to the moment, and that's going to impact how we all move and operate in service. We all need each other—each person brings a fresh perspective to the table, and each perspective is valuable. Our differences in experience and perspective are the very things that make us stronger, together." - Jacob Miaczynski, Class of 2020, Priority One Ministries





Career Coaching

Career coaching appointments provide an opportunity for students to receive personalized coaching on a number of topics including choosing a major, discerning career opportunities and direction, exploring and applying to internships and jobs, interviewing and networking techniques, job searching and graduate school planning.

"I just wanted to say how helpful you were my senior year of college. Not only did you help me with my graduate school essays, but you also gave me the confidence and support I needed to apply for a graduate assistantship. Without you, I would not have even applied to get one because I did not think I was a valid (or smart enough) candidate. I am now in my second year of graduate school for the clinical psychology program here at Millersville University. This is also my second year at my graduate assistantship in the counseling center. It is one of the best experiences



"When I first heard we would be going through a scheduled workout plan that included Spiritual workouts too, I thought, "We don't need this. We already have team-building and spiritual encouragement built into our team culture." However, I was completely wrong to think we would not benefit. Throughout this semester, my team and I have been extremely encouraged by the effort our strength and conditioning coaches give in order to personalize our workouts and help us reconcile our physical training with Christ's calling on our lives. Through the practice of our "head/ heart" sessions at the beginning and end of each workout, I learned to prioritize spending time in God's presence through prayer before everything I do in my life, even when it might seem separate from my Spiritual walk. Our strength and conditioning coaches encourage us to keep God's Word on our lips at all times and hide it in our hearts, even while we are working out. Through this program, I have experienced how God's Word is alive and active and how I can commit all parts of my life to glorifying God." -Luke Brautigam

Strength and Conditioning

Every Messiah NCAA varsity student athlete participates in required strength and conditioning. AROMA (A Revolution of Missional Athletes) collaborated with athletics to create an additional portion at the beginning and end of every strength and conditioning session. This portion includes warming up not only the body, but also the head and the heart. The head/heart warm up takes on many different forms consisting of a 2-3 minute talk or challenge, a reflection on a Bible verse, a group activity, a time of sharing, or time of prayer. At the end of strength and conditioning we then bookend the session with reflection, an athlete spotlight, or a team encouragement.



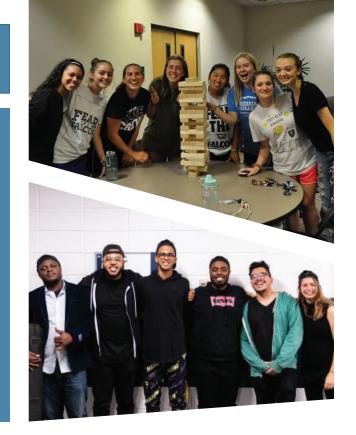


BE CULTIVATED | Outcome 3

It is important students be prepared to live, learn, lead and serve in an increasingly multicultural and global society. In doing so, students must learn to appreciate other voices, places and experiences.

Messiah University students will...

- Seek diverse communities and understand their value for the common good
- Embrace a willingness to reconcile with God and others
- Welcome diverse perspectives



Common Gathering

As part of the Residence Life curriculum, Resident Assistants across campus led Common Gathering programs on their respective floors and sections, which focused on reconciliation, diversity, and/or safe living spaces. In one program asking first-year residents to consider how "diverse their universe" was, a resident reflected in saying,

"Learning more about other people and where they come from [allows me to] be respectful and to relate to them more in the future. Comparing differences (in a curious, nonjudgmental way) [and] similarities [increased understanding of] different ways of living."



Autism Awareness

In celebration of Autism Awareness Day, the Office of Academic Accessibility sent a poster explaining how individuals with autism can offer a new perspective to conversations, which can stimulate conversations and problem solving. Students were asked to express how an individual with autism had positively impacted their lives.

"I love that Messiah is doing this! My older brother, Justin, has autism and he inspires me every day! He is an amazing artist and advocate for people with disabilities. He is also the drummer in a band called "Neurodiversity", composed of young adults with and without disabilities! Through his actions, he has taught me not to let other people's expectations of you limit your own capabilities!"

Cultural Competence

R.H. Flowers chapel is a six week chapel program series focusing on ethnic identity development, topics related to racism and reconciliation from a biblical perspective. In the beginning of the chapel series, students are shy and uncomfortable when discussing the beauty of diverse cultures and racial reconciliation. As time goes on, students become conformable, and a safe space is created where students begin to tell their personal stories.

"I thought the content was very

"I thought the content was very meaningful and impactful. We discussed difficult and sensitive topics in a loving way and created a safe space for vulnerability and honest dialogue."

"This series has been SO helpful to understanding those who are different from me and also coming to terms with myself."

Christian Worship

Worship community sponsored a trip to the Calvin Symposium on Christian Worship with 18 students in attendance. On the ride to Calvin, students were asked to explain what culture and God's kingdom had to do with one another, and then wrote their new perspectives after the symposium.

"Even if I don't vibe with a culture's worship, it's still worship under God and for Him. In that, I can still participate and appreciate and give Him praise."

"God's pattern was to scatter the seeds of the gospel in every culture and to see fruit grow according to the soil and needs of that culture."



BRANCH OUT | Outcome 4

It is important for our students to influence the world through servant leadership that emphasizes collaboration, trust, empathy and the ethical use of power.

Messiah University students will...

- Demonstrate responsibility to community, state, nation, world and faith
- Serve through active involvement with diverse communities and real world challenges
- Develop effective leadership skills and qualities

Social Media Campaign

In March 2020, as PA moved to a stay-at-home order, the Agape Center team launched a "Neighbors" social media campaign geared toward encouraging students to serve where they are. Posts ranged from examples to scripture to specific opportunities. On Service Day in April, students and employees posted ways they were serving in their own communities. The posts combined reached a total of 13,462 people on Facebook.



Love Your Immigrant Neighbor

Make a donation to your local refugee resettlement office

Order take out from a local immigrant-owned restaurant

Call on your representatives to vote for bills that welcome all

Volunteer for a local immigrant-serving nonprofit

Purchase a book from a refugee author or album from a musician

Send a letter of encouragement to someone in detention

Talk to your faith leader about how your house of worship can better support refugees and immigrants







Local Outreach Teams

In 2019-2020, students
participated in local outreach
teams—visiting a local
organization weekly and building
relationships with community
members—from children to elder
friends to immigrants to folks with
intellectual disabilities or those
experiencing homelessness.



"I have learned and grown so much in my time serving with Bethesda Mission's teen programs. I have built relationships I hope to maintain for years to come, and I truly hope Bethesda will continue the work they do to share the hope of Jesus with children and teens in Harrisburg. I too plan to continue serving and connecting with teens—particularly around the arts—for years to come."

-Veronica Holmes, 2020, Bethesda Mission (Youth)

Fitness Center Programming

Student leaders within the fitness center take skills seen by the director, combine them with their goals and work to design and implement programming for campus related to fitness or wellness.



"The experience reminded me that small things you do can really benefit others, even when you're thinking that it has no effect. A great example for me was posting on social media. I would spend some time creating these posts, finding the information, putting it all together, only for 50 people to see it and maybe just scroll past it. But one day Kevin came up to me and told me people are telling him

how much they appreciate the social media page and how far it has come. This was eye opening. It is the small and seemingly simple things that can sometimes benefit others the most. I see myself engaging in the church community in years to come. I think that being involved in the fitness realm and mpacting the community on the health side made me curious to engage on the faith side." -Abby Monko

BE STRONG | Outcome 5

It is important that students learn to understand themselves and build meaningful relationships.

Messiah University students will...

- Develop dedication to personal goal setting, meaningful relationships and collaboration
- Develop a sense of ownership over learning and education achievements that can carry over into career and personal goals
- Demonstrate a desire to continue professional and personal development through lifelong discovery
- Be aware of the constantly changing worlds in which we live and the necessity for selfdirected adaptation to new opportunities and demands
- Become agents of reconciliation

Agape Outreach Teams

"Best Buddies is an amazing opportunity to connect with all sorts of people, listening to their stories, laughing at their jokes, and forming new and meaningful friendships.

Through this club I learned the value of seeing the abilities any individual possesses. We all are different, but we all have strengths too.

Best Buddies helps you to see this more clearly by breaking down socially constructed barriers to see people as they are, worthy of love, connection, and friendship."

-Megan Hamilton, 2021, Paxton Best Buddies





Friendship Family Program

The Friendship Family Program is a way to connect Messiah students to Messiah families, and was important to the international students, especially in a time of crisis and transition.

"As an incoming international student, I was especially anxious in finding connections and a support network for myself in a country and culture I was foreign to. Signing up for the Friendship Family program was one of the best decisions I made. Through the program, I met Bev and Barry Goodling, who cared for me throughout my four years at Messiah. Bev would bring me care packages and homemade holiday treats every finals season, just like a real mum would. They would also check in with me from time to time, take me out for lunch or catch up with me over coffee. Above all, the Goodlings gave me a sense of belonging and security, and were an answer to my (and my family's) prayer." -Joo Yee Lim, Class of 2020

Inclusivity

Inclusivity Training for RA's and student leaders is a vital component to the development of students in leadership positions. In a one-day training, students are encouraged to step outside of their comfort zones and challenge pre-existing ideas about culture and identity. They are also challenged to reflect on how their own worldviews/experiences have shaped and informed how they engage with the realities of other.

"Being a student leader isn't about ignoring one's own beliefs, but rather it is finding a way to look beyond those beliefs in order to make the connections even with people who do not share your beliefs."

"I was reminded to not assume I know the story and background of everyone I'm around and as such, I should also be careful with the words I say."

Sophomore Chapel Series

Each fall semester, the Upper Class RDs host a six-week chapel series aimed to assist sophomores through the "sophomore slump," and equip them with skills to enhance their success at Messiah. One emphasis is on empathy and active listening. Students wrote practical steps they will take going forward, and noted:

"[I will] strive to better understand what people are saying by asking clarifying questions, and saying things such as "so you feel this way because...";

"When I am talking with someone, I want to be fully present, phone away and my demeanor not rushed."



BEAR FRUIT | Outcome 6

Ultimately, students will be able to live lives that are purposeful, satisfying and effective as they follow God's calling.

Messiah University students will...

- Communicate effectively
- Manage personal affairs
- Be economically self-sufficient
- Maintain personal health and wellness
- Prioritize leisure pursuits
- Live a purposeful life

Internship Programs

The internship program provides an opportunity for students to explore career interests while developing professional competencies essential to thriving in the world of work.

"Messiah prepared me for a career in public service by enabling access to quality academics, a strong alumni network, and multiple internships – the last of which resulted in my employment with the PA House of Representatives. By promoting active participation with knowledgeable experts who challenged me to critically analyze the ideas, morals, and structures that make up the world, Messiah gave me the skills to turn abstract ideas into concrete public policies." -Class of 2019

"One thing I learned was the idea of a community. For someone who is an introvert, the idea of a community is not something I enjoy, but this archival internship really gave me a different perspective on how, despite being an introvert, I can become a part of a community. This idea of community was something I hadn't really considered as essential because I assumed archivists sat far enough away from people they didn't have to speak to people. I was wrong. Community is an important part of being an archivist because you also work with work studies, researchers, historians, and other archivists." -Class of 2020



Pizza with Professionals

The internship program provides an opportunity for students to explore career interests while developing professional competencies essential to thriving in the world of work.

"After attending the session with PA Counseling Services, I actually received a message informing me they just pulled out my resume I gave them at a job fair, and were interested in talking more since I am approaching graduation! Since this conversation just a week ago, I've been in contact with PCS about positions that offer part time work and tuition reimbursement during my time attending grad school! I just submitted my resume yesterday and hope to hear back soon!" -Class of 2020

"I attended the PwP with Special Agent John Bowman. I was particularly excited for this event and to learn more about the federal side of law enforcement. What I learned from this meeting was far exceeding any expectation I placed on the event. It was one of the best Messiah sponsored events I had ever been to. To this point, I understood how federal Law Enforcement operated and the different agencies and their role, but I did not understand the practical side of this. I did not understand how I would apply to an organization like ATF or FBI or what my resume should look like. I did not know how much education I should have or what prior experience would provide me the best probability of getting hired. Special Agent Bowman provided those in attendance with a practical knowledge of federal law enforcement, which you cannot learn through a book or research, but only through experience. I am extremely grateful for that opportunity and for the time Special Agent Bowman took to talk to us. That was an experience I will remember for a long time, as that information will help me in the real world." - Class of 2020

Health and Wellness

One of the transitions college students make is learning to manage their own health and wellness. Engle Center Health Services provides a framework to facilitate that learning by providing three levels of care. In the first, students use the Self-Care Room to assess their own health needs and pick up necessary over-the-counter medications. In the second tier of service, students can schedule visits with the registered nurses. The third tier of care is a visit with the Certified Registered Nurse Practitioner, who can diagnosis illnesses, prescribe medications, and conduct physical examinations. All our medical visits include an educational component so that students can learn about their own health and how to maintain it.

"Thank you for your care for our daughter this year at Messiah. She had many contacts with the Engle Center this year for a variety of serious issues, and we thank you for your care, kindness, professionalism, wisdom, and help. You helped her manage serious issues while not blowing them out of proportion, helping her know ways to manage her own health. And for that I am forever grateful. I'm so thankful she chose Messiah, and your Health Center is one of those reasons why."



College Life Hacks

During the College Life Hacks event, First Year students have the opportunity to attend break-out sessions on various topics intended to assist in the transition into college. Regarding the Time Management breakout

session, one student stated, "I really appreciated the little tips about how to form healthy habits to use your time efficiently in the little moments." 96% of attendee responses found the information practically beneficial.

DEPARTMENT DASHBOARDS

THE ACADEMIC SUCCESS CENTER



273 students received accommodations throughout the year

Peer tutors devoted close to 1000 hours to supporting fellow students each year

Nearly **640** students were provided with SI support opportunities this year

From September
2019-March 2020,
1807 exams were
proctored



210+students
participated in I:I
tutor sessions





18 subjects offered for tutoring

93.5% of students passed courses with SI support

1500+ academic coaching sessions









116 students served regularly with local organizations in Fall 2019

51 students and 7 employees served on Agape trips to 4 national partners in Fall 2019

133 students engaged in HRA programming about social justice and faith in Fall 2019

III students completed an ELI Service Learning Experience

ATHLETICS



8 teams competed in NCAA championships. 4 teams qualified to the NCAA Sweet 16 – In addition,
Field Hockey claimed their 13th straight
MAC Commonwealth Championship.

Women's Soccer claimed their 6th National Championship. Brooke Firestone and Sunny Gelnovatch were named First Team
All-Americans.

Mary Underman (women's volleyball) became the 6th in history with 1,000 career kills.

5 teams claimed a Conference Championship – Men's Soccer claimed their 18th conference championship.

5 wrestlers qualified for the National Championship.

Messiah earned 5
CoSIDA Academic
All-District honors.



CAREER and PROFESSIONAL DEVELOPMENT CENTER



CPDC provided career education to **83** classes



706 students and 116 alumni participated in CPDC student-alumni engagement programs (includes Mocktails, Into the City, Into the City Minis, and Pizza with Professionals events as well as online webinar events).



of the Class of 2019
reported being employed
or in a graduate or
professional program
within 6 to 9 months after
graduation.* Of those,
81% of the respondents
secured employment while
19% indicated graduate or
professional school as their
primary activity.

*Based on survey responses and other verifiable data sources.

CAMPUS MINISTRIES

More than 50chapel services offered each semester

240 to 1,016

students attend each service





Almost 150 students involved in discipleship ministries

Over **20** life groups created with 15 mentors



The **PRAYER** ministry that continued for 21 consecutive nights

SANCTUARY

ministry launches to serve students who have questions about faith



team held a prayer program



Health Services

Health services staff

- I full-time nurse practitioner
- I full-time registered nurse
- 6 part-time **registered nurses**

2,210 Students served by Health Services



4,155 Health Services visits

2,210 Students served by Health

Services



ENGLE CENTER

Counseling services

5 full-timeCounselingServices Staff



2,604
Counseling visits

54 students served by Counseling Services

Approximately
2,000 Students
attending outreach
programs

50+ Outreach programs provided by Engle Center staff



336 people throughout campus attended group exercise classes

Open 99 hours a week

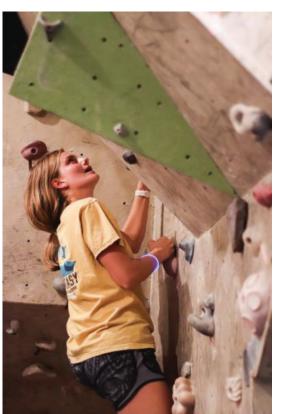


87,448 visits

77% of the student body went at least once

Over **20,000** workouts were written for NCAA sponsored athletes

FITNESS CENTER



10 unique classes
offered 15 times each
week for a total of
200+ times each
semester



INTERCULTURAL OFFICE

International student programs



top countries of citizenship:

Malaysia (46)

China (10)

Ethiopia (7)

144 international F-I, missionary, and third culture students for 2019-2020

107 F-I visa students

32 missionary and third culture students

45 graduates for 2019-2020

Total countries represented

Multicultural programs

14.4% under-represented students on campus (391)

46+ educational programs offered

5 Multicultural student organizations

7 ELI-eligible student leaders

50 Multicultural Council Members

44 Martin Scholars

30 R.H. Flowers Mentors



130 Amigo/Flower Scholars

64 First Year RH Flowers Scholars

121 Upper Class RH Flowers & Amigo Scholars



Off-Campus programs



36 semester-long programs

73 students participated in semester-long programs

Top 3 Programs: Scholars Semester in Oxford; University of Granada; Living & Learning International Ecuador 7 cross-cultural courses (|-term only)

III students participated in cross-cultural courses

3 discipline-specific courses

3 service experiences

738 experiences (short-term, long-term,AROMA, Agape trip, etc.)

RESIDENCE LIFE

First-year experience

81% of first-year students agreed or strongly agreed they built deeper relationships with their peers because of living in the residence hall

83% of respondents agreed or strongly agreed their commitment to diversity and reconciliation grew by living in a residence hall

Upperclass experience

When asked to identify something/ someone who had encouraged them to explore the Christian faith, 81% indicated that a connection with the RA, RD or friend helped them

69% of upper class residents either agreed or strongly agreed they built deeper relationships because of living in the residence hall



614 new and **72** transfer students (686 total) participated in Fall Welcome Week/Orientation & **35** students for Spring Orientation

STUDENT INVOLVEMENT and LEADERSHIP PROGRAMS



216 students signed-up for and used holiday shuttles



98 students served as orientation leaders

321 commuter students supported by SILP this year



137 students received Experiential Learning Initiative (ELI) credit

210 students participated in leadership training events and activities

More than 2,000 students participated in the 69 student organizations offered

THEMES for 2020–2021

The Division of Student Success and Engagement focuses on a theme for each year. Below is the summary of this theme.

Courageous Humility

Humility is a Christ-modeled virtue that is a key component to community well-being. It is a posture—an inward attitude—that motivates us to demonstrate empathy, grace, kindness, patience, sacrifice, and vulnerability in our actions toward others. To truly live this out, it takes daily courage. As we commit to expressing courageous humility in our relationships, we will increasingly practice compassion, deep listening, and genuine peacebuilding in an effort to love each other as Christ first loved us.

Assessment

Our assessment focus will be on Outcome 2 this year. Outcome 2 states that students will form a maturing sense of self, personal attributes such as identity, self-esteem, confidence, ethics and integrity, maturing sense of self in relationship to God resulting in spiritual practices, character-building, reconciliation, service, and intentional growth. A rubric to assess this is referenced during student focus groups and interviews to assess how well we are meeting this outcome across all of the student success and engagement entities. The rubric will focus more heavily on the development of spiritual formation, as portions of identity development were assessed in Outcome 5.





DIVISION OF STUDENT SUCCESS AND ENGAGEMENT

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