

# Chi Alpha Campus Ministries

## The Local Annual Campus Ministry Assessment Process

### How Assessment is Helpful

“If you don’t know where you’re going, you’ll definitely get there...maybe...kind of...I guess.”

“Without a vision, the people cast off restraint.” Often we consider this verse in terms of blatant sin and selfishness. But sometimes it’s just that people don’t know what to do, because they don’t have a clear picture of the vision and mission. So they’re wandering around defining their own win and confused that their leader is frustrated. Or they get to the end of the year and look back at the objectives for the year and wonder why the leader never talked about them after Welcome Week.

Assessment (& ongoing evaluation) helps us stay true to mission, and trains us to grow.

### A Tool to Use: The SWOT Analysis

The SWOT analysis is about capitalizing your (& your team’s, student leader’s, and ministry’s) strengths, overcoming weaknesses, exploiting opportunities, and countering threats. Moreover, it is about identifying the most important issues, setting priorities, appraising the options, and taking action.

This should all be done in the context of our distinct Chi Alpha mission, our local ministry, *and* our unique ministry context and student culture.

*(A side question - I wonder...did Jesus use the SWOT on the 7 churches in Revelation?)*

Healthy Chi Alpha Critical Issues	STRENGTHS What we do well	WEAKNESSES What we can do better	OPPORTUNITIES What we can leverage	THREATS What we must pay attention to
Disciple-Making Communities				
Spirit Empowerment				
Cross-Cultural Missions				
Healthy Leaders				

### Understanding the SWOT Chart

#### STRENGTHS:

Strengths measure internal factors. These are positive attributes internal to your Chi Alpha and are things that are within your control.

*Questions to Help Understand Our Strengths:*

- What are we doing well?
- What can we celebrate?
- What are we doing that is producing the outcomes we desire?
- What should we continue doing because we do it better than most?
- What are some things you feel confident God is pleased with?

### WEAKNESSES:

Weaknesses also measure internal factors. These are internal factors within your control that may impede your capability to fulfill your Chi Alpha's objectives (which assumes you know what your objectives are<sup>1</sup>).

#### *Questions to Help Understand Our Weaknesses:*

- What is not working well?
- What can be improved?
- What needs to be removed altogether?
- How can we avoid asking, "Who is to blame?" and instead ask, "What went wrong?" and "How can we avoid that in the future?"
- Are there things about which you feel conviction from the Spirit?

### OPPORTUNITIES:

Opportunities measure external factors. These are things that should (or could) be leveraged to meet your Chi Alpha's objectives.

#### *Questions to Help Understand Our Opportunities:*

- Of what opportunities can we take better advantage?
- What we can leverage given the existing natural strengths of our Chi Alpha, our District, our campus, our connections, and community?
- What people, resources, or partners outside our local Chi Alpha could help us achieve our vision and goals?
- What might God be able to make available to you or your team?

### THREATS:

Threats also measure external (& sometimes internal) factors. External ones are outside our control (e.g., the University Board of Governors bans all religiously-affiliated student organizations). Threats rarely go away on their own, but they may be minimized or neutralized with some attention. With no attention they may put the ministry at risk.

#### *Questions to Help Understand Our Threats:*

- What threats to our ministry must we pay attention to?
- What will jeopardize our efforts to carry out our mission?
- What things happening outside our ministry and/or our campus need more attention and examination?
- What needs prayer?

### **Completing the SWOT Chart**

Ideally, in a group or using a Google form and then having one team member combine the results, have the team brainstorm each category and capture the strengths, weaknesses, opportunities, and threats pertinent to each critical issue of Healthy Chi Alpha for this academic year. You may consider asking a few key student leaders to complete one as well. Aim to only include key points and make sure these are backed up with evidence (e.g., we had 12 male small group leaders, but only produced 3 new male leaders) — but don't be too rigid.

Also, don't spend too much time capturing this information and don't over analyze. As with all brainstorming exercises the aim is to capture ideas pertinent to the current ministry situation. Finally, highlight the most important issues and then rank them in order of importance. The

reality is that you can't address every single issue, but determine the most important ones to address.

### **I've Filled in the Chart. Now What?**

The next stage of the analysis is to take the highest ranking strengths, weaknesses, opportunities and threats and answer the following questions:

- *How do you use your strengths to take advantage of opportunities?*
  - *How do you overcome weaknesses preventing you from taking advantage of opportunities?*
  - *How can your strengths reduce the probability of threats?*
  - *What can you do about your weaknesses to make the threats less likely?*
1. Based on your SWOT analysis, what are the "critical issues" in your ministry that need immediate attention and action? What must be done soon in order to target growth, maintain health, or avoid crisis?
  2. What other resources are available to help you? Who could you ask for additional help if you're feeling stuck?
  3. How do you celebrate strengths in your ministry? Consider intentionally creating time and space to offer regular gratitude and encouragement to your staff team and/or student leaders.

As you answer these questions you will begin to understand the external forces you contend with and how to tackle them. Use your understanding of the implications to develop a plan of action centered around the 2-3 key objectives that percolate to the top (or that you know you want to/have to move forward). It's important to not have so many objectives that none of them are actually achieved.

### **Developing a Plan of Action**

The beauty of our campus calendar is that we have the summer to refresh, research, rework and reload for the fall semester launch.

Take those 2-3 key objectives and articulate your goals. Remember, your key objectives should ALWAYS help you fulfill the "mission accomplished"<sup>1</sup> of your campus. For example, perhaps one key objective is "Money to Minister". Goals around that objective could be: (1) Raise \$300 in monthly support for the ministry; (2) Raise \$5,000 in gifts for special projects. (*Why were these your objective and goals? The results of the SWOT indicated there weren't enough funds to host/subsidize some of the events you felt were necessary to help facilitate discipleship. Also, your local ministry context has such high prices for retreat locations that you've priced out many of your students from going to your fall retreat.*) Another objective may be "Increased Discipleship Effectiveness". Goals around that objective could be: (1) Have 10 healthy small groups; (2) Produce 2 new leaders from each small group. Remember your goals must be SMART - **S**pecific, **M**easurable, **A**gree, **R**ealistic, and **T**imed. Part of articulating realistic goals is being honest with what you're actually willing to do.

Once you know the primary objectives you're focusing on this year, and the goals that help you understand that you've accomplished the objectives, then develop your ministry's specific plans of action to accomplish them. Aside from any support raising, vacations and ministry trips, your summer work should be consumed with preparation for tackling the plans of action for your key objectives, so that you can meet the goals with which the Lord has burdened you. New t-shirt designs are nice, but reworking your leadership training material may be more critical.

1. What research needs done?
2. What resources must be developed?
3. What relationships need to be made?

4. What rework of systems or processes needs to happen?
5. What prayers need to be prayed?
6. Who will do what during the summer? ...during the school year?
7. What needs to be scheduled?
8. How will you evaluate towards your goals throughout the school year?

Use the end of the fall semester to measure where you are on goals to understand if you're fulfilling your key objectives.

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**Endnotes:**

1 - In the words of Eli Stewart, "What is mission accomplished on your campus?"; See Appendix 1 for more on this.

**Acknowledgements:**

- The websites [fulleryouthinstitute.org](http://fulleryouthinstitute.org) and [leadershipthoughts.com](http://leadershipthoughts.com) were both useful to develop this.

## **Appendix 1 - Eli Stewart's Scalable Convictions Talk - CMC** **What is Mission Accomplished on Your Campus?**

7/25/18

Step by step God will lead us.

Isaiah 30:1, ““Woe to the obstinate children,” declares the Lord, “to those who carry out plans that are not mine, forming an alliance, but not by my Spirit, heaping sin upon sin;”  
We are people of the Spirit.

Our strategy has to be Spirit-born, not programming strategies.

If you have an intimidating person that can shake you out of a conviction, it wasn't a conviction anyway.

### **Fundamentals:**

1. Spirit speaking creates.
  1. Luke 9:54-56
2. Lucifer makes the decision to be “me first”. What if God had stopped Lucifer immediately before damage was done? God let him lead a rebellion & tempt men. Why? Before that, every creature in the heavenly realms worshipped God with a holy love. If He had stopped Lucifer immediately would every creature in heaven loved out of love or fear?
  1. Sometimes better to let a devil be a devil than ruin your leadership team and ministry.
3. God is Spirit - John 4:24; Genesis 1:3 - **Spirit speaking creates.**
4. Hebrews 11:1-3
5. Luke 22:28-29; 2 Timothy 2:11-14 - our eternal part was meant to reign in heaven forever with God. Reign over what? We don't know, but there's some sort of decision-making ability we're supposed to get good at here.
  1. Think about the British system. A prince is given a piece of land with property, assets and businesses, none of which you can liquidate, but which you begin to learn how to steward and invest and live off the profits, so that you are prepared to become king.
6. Imagination - your spirit's unhindered desire (the same amount of work, the thing that makes you miserable suddenly becomes a joy if that desire is unlocked).
  1. Faith is the substance of things...
    1. Psalm 37:4 - overlap of my desire and God's desire is where God will answer prayers, move and bring to fruition these dreams. So, at this point, figure out what and why this is. Where is it that we overlap? If can't find it, exchange for new imagination/dream.
    2. Ezekiel 22:30 - someone who build a wall *and* stand in the gap on behalf of the people. God wants to not destroy and needs someone to do both. Reason we often don't see as much fruit is we haven't learned the principle of cooperating with God.
      1. Cooperating with God - a miracle...we always think about only what God can do, but not what we do. Think parting of Red Sea (think of all the work to move people), manna (admit what you actually specifically want - not just food in general, but meat specifically), water from a rock (line up behind a stone to navigate cooperating with God to see the miracle completed), walls of Jericho (7 days marching, trumpet).

2. Miracles require cooperation. Compromise means we aren't being fully honest. Cooperation means you're honest and then work together.
2. Things - specific things. Pray specifically what I want to happen on campus.
3. Hoped for - many pray good and godly prayers that they don't actually hope will happen. We do not wish, but hope like the woman who grabbed the hem of his garment because she hoped she'd be healed. What am I willing to pay for? What am I willing to pay for *this year* to get to that goal?
  1. E.g., the reason sometimes kids miss their parents is that there *is* a war.
  2. So if I'm going to get to mission accomplished, this is what I can pay for this year. I will spend the time to do this.
  3. So have a conversation with your spouse about what you hope for for your mission field.
4. Luke 11:24-26 - **when you cast something out, you must cast something in.**
  1. Get a vision of what someone or something *could* be. Instead of praying *against* one thing, pray *for* something. Pray something in.

We have a potential SGL that is so committed and successful in so many areas and they come and say, "I don't have time for 6." Eli's response - "Wrong. You just don't have time for the wrong 6. Pray in the right 6."

#### **What is mission accomplished on your field?**

1. Set Mission Accomplished.
2. How would you like to cooperate with God to do it? What are you willing to pay for? Be honest about the line on the sand you won't cross.
  1. His goal was 2000 SGL's. This year 10 healthy small groups. Get 2 out of each one to go to LTC.
  2. Capacity for 40 students to go on mission trips + 20 leaders, so 60 folks - trips to do that.
  3. Habakkuk 2:2

At Texas A&M - everything is about the front lines.

#### **Supply Lines (Logistics)**

Wants all of A&M reached.

Need a good internship. Praying for 3 to say no to career and yes to internship. Then he decided to started to want seniors to get credentials, so that they can finish CMIT program with license level done and 2 years from ordained and being "send-able" in AGWM world.

Some ministries never have staff because they don't have vision for mission accomplished; they only want staff for relief.

—> *Reverse engineer from mission accomplished.*

**Admin or Front Lines** - if you have a hard time keeping men around it's probably because you want more than 30% of time to be admin. Adjust what you have to help men and women thrive.

Need to manage the tension between admin & front lines.

**Organization** - some too little, some just right, some way too much. Is my organization and administration necessary to make stuff happen? Organization follows life, but doesn't create life. Stress-test your systems. E.g., What if you suddenly had "X" SGL's? What would you do? What would fail?

**Prune or Remove** - until I know what God wants to keep, if anything, I shouldn't just hack away. E.g., Short temper is an expression of high, high focus. Therefore, pray in/prune/remove. Ungodly root is inflexible - no room for letting people learn. Is this something you want to get rid of, Lord? Or just prune away the bad points? Flexibility can't be developed in a moment, it has to be developed over time. Stress them in times where others won't get hurt. This could also be ministry parts (e.g., XAi, events, etc.).

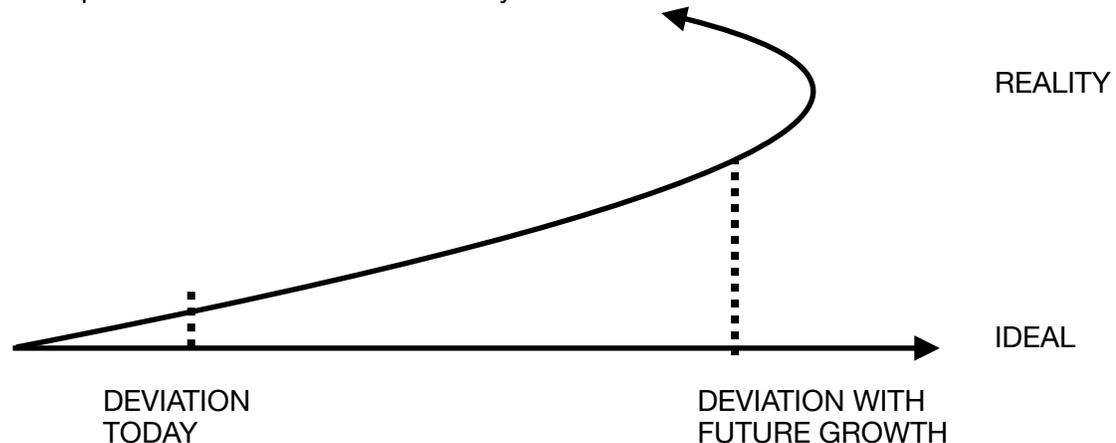
**Victim or Victor** - a victim is handcuffed and victor is handcuffed. Victim says, "Lord if you take these handcuffs (constraints) then I could do something." Victor is grateful for how he can still move.

**Seasonal Yes & No** - There may need to be seasonal requests (e.g., being out for 2 nights/week).

## **Appendix 2 - Systems to Breaking (Stress Test) - “What If?”**

A few years ago as a staff team with approximately 50 small group leaders in our ministry, we asked ourselves, what would happen if God blessed up like crazy and we saw our students raise up 100 new small group leaders (Eli Stewart mentions this briefly in Appendix 1). Even with graduates, that would have landed us near 135-140 small group leaders that year.

This exercise helps you spot what are small deviations from optimal now but multiplies them so that their full impact is seen. Where would our systems fail or break down?



For us one issue that we saw was that we were assuming that our small group leaders were communicating our convictions well to their small group members. Bad assumption. They forgot that when they got involved as a freshman they didn't know anything and their small group leader had to teach them. But part of the problem was not all of our convictions were clearly articulated. We could see that 2 generations away from our staff, we were losing our culture (since language helps build and drive culture). If this went unchecked, our culture would be diluted or even lost...particularly if we suddenly nearly tripled the number of small group leaders.

One objective for the next year was “Speak the Language”. One of the goals was to codify the language and the sayings that were most important for us - “these are us”. We set a maximum number of sayings that we felt were true to us, and ideals (ones we wanted to grow into anyway). We spent several days talking through this and ultimately stole an idea we saw at UTSA XA - a small booklet with sayings. The booklet became our tool. We give them every year to new leaders. We measured and celebrated the use of our sayings (“Did we speak our language during the worship service? How did we clearly articulate what is true about God, His people, and this Chi Alpha?” “Wow, the way you wove in those 2 sayings to help them get that passage was awesome!”). We wrote small & resource group leader study resources around the most critical sayings. We also created signage displaying some of our most important sayings that we used as decor for worship services and our fall retreat.

Now it's normal.

### Potential questions to ask:

- What if you unexpectedly tripled the number of small group leaders?
  - How would you care well for them?
  - Do you have any concerns about all of them replicating themselves (i.e., have you set the bar sufficiently high)?

- Are you confident in your leadership training?
- What if someone gave your ministry \$250,000 (or whatever amount is ridiculous)?
  - How would we not waste it?
- What if 4x the number of students signed up for mission trips than you had spots available?
- What if 3x the number of locations requested missions teams from your Chi Alpha?
- What if 50% more than you expected came to your first worship service, and an enormous percentage of them accepted Christ that night?
  - Would your student leaders pursue those that weren't invited?
  - Would you easily be able to integrate them into your small groups (i.e., conserve the harvest)?
- What if the International Student Office experienced mass layoffs and asked you to assume leadership of the "English Conversation Partner Program"?
- What if the school disallowed all student organizations from using the space(s) your Chi Alpha always used (for large group, leadership training, small groups, etc.)?
  - Are discipleship and relational evangelism deep enough into your DNA to potentially live without a large group (for a season)?
- What if 4x the normal number of CMIT's applied...from your campus...and you wanted all of them?
- What if God actually answered that one prayer you always pray? Have you prepared your Chi Alpha in expectation of His answer? If you haven't, what would/could/should you do differently?
  - Have you built the pipeline?