



MID-ATLANTIC
CHRISTIAN UNIVERSITY

Fact Book 2021-2022

Strategic Choices:
A Better Understanding Leading to Better Decisions

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(subject to minor revisions)

Mid-Atlantic Christian University
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Institutional Objective #1: MACU will impact the world for Christ.

1.A. We are committed to impacting the world for Christ through our current students, especially through...

1. Cross-Cultural Learning

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	
a. Participated in at least one international mission trip	26.3%	30.4%	21.9%	9.7%	13.3%	(Graduating Student Profile)
b. Participated in at least one cross-cultural trip w/in the US	21.1%	0.0%	21.9%	16.7%	16.6%	(Graduating Student Profile)

2. Church-related Ministry

a. Engaged in church-related ministry in past 2 yrs	57.9%	62.5%	54.9%	53.1%	37.0%	(Graduating Student Profile)
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1.B. We are committed to impacting the world for Christ by placing more graduates in leadership ministry...

1. Graduate Trends

	<u>Class 2012</u>	<u>Class 2013</u>	<u>Class 2014</u>	<u>Class 2015</u>	<u>Class 2016</u>	<u>Class 2017</u>	<u>Class 2018</u>	<u>Class 2019</u>	<u>Class 2020</u>	<u>Class 2021</u>	10-Yr. Trend	5-Yr. Trend
School of Undergraduate Studies												
A. Certificates												
TESOL				1								
Professional Christian Ministry									2	2		
Family Life Education	2	3	1	1	6	2	5	5	3	4		
Total # of Certificates	2	3	1	2	6	2	5	5	5	6		
B. Associates												
AA: Biblical Studies	4	1	3	4	4	5	1	1	3	1		
AAS: Early Childhood	1											
Total # of Associate Degrees	5	1	3	4	4	5	1	1	3	1		
C. Bachelor of Arts												
Applied Linguistics	2		1				1	1	1			
Biblical Exposition	4	3	1	5		2	1	1				
Biblical Studies	2		1	1			1	1	1	2		
Counseling and Psychology				1						1		
Cross-Cultural Ministry	1		1	1								
Ministry				2			1	1		1		
Preaching	1	1										
Youth and Family Ministry	2	2		2								
Total # of BA Majors	12	6	4	12	0	2	4	4	2	4		

D. Bachelor of Science													
Biblical Exposition		11	10	15	2	7	6	15	15	7	6		
Biblical Studies		7	12	5	4	15	7	6	6	15	12		
Biology										4	2		
Business Administration								2	2	4			
Business Admin: HR											1		
Business Admin: Org Lead											6		
Business Admin: Sport Man											2		
Counseling and Psychology		2	6	3	2	10	3	2	2	7	8		
Cross-Cultural Ministry		2	1	2				2	2	1			
Elementary Education			5			2	3	2	2	8	1		
Entrepreneurial Leadership		5			1	3	1						
General Ministry		1	1	3	1	1		2	2				
Ministry											1		
Ministry: Preaching											1		
Preaching		3	2										
Youth and Family Ministry		4	3	4	1	6	6	10	10	5	5		
Total # of BS Majors		35	40	32	11	44	26	41	41	51	45		
Total Majors		47	46	36	23	44	28	45	45	53	49		

MINORS

Biblical Studies											10		
Counseling		3	1	1	1	1		3	3	1	2		
Cross-Cultural Ministry		1	2					2					
Family Studies					1		1			2	3		
Military Science (ROTC)			1										
Nonprofit Administration			1							1			
Preaching		1	1	1									
Worship and Music		2	3			2							
Total # of minors		7	9	2	2	3	3	3	3	4	5		

School of Professional Studies

A. Certificates

Professional Christian Ministry										1	2		
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B. Associates

AA: Biblical Studies							1	1	1				
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C. Bachelor of Science

Biblical Studies			1	1	2	4		3	3	1	1		
Business Administration								1	1	1			
Christian Ministry			1	1	2	4		3	3	1	1		
Family Studies			4		1	3		1	1	1			
Organizational Leadership			1	1	3	1	4						
Total # of Majors			7	3	8	12	4	8	8	4	2		

2. Total Students Graduated

end of:	Aug	Aug							
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	
	1240	1259	1290	1315	1344	1378	1416	1449	

Institutional Objective #2: MACU will provide relevant and quality academic programs.

2.A. We are committed to relevant programs

1. Program of Study Trends

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	10-Yr. Trend	5-Yr. Trend
A. Certificates												
Prof Christian Ministries							0	2	1	1		
Prof Christian Ministries (online)							3	5	4	2		
TESOL	2	2	1									
Family Life Education	4	4	11	14	7	10	6	7	7	2	-50%	-80%

B. Associates

AA: Biblical Studies	9	14	13	10	11	6	10	3	4	1	-89%	-83%
AA: Biblical Studies (online)			5	6	5	2	2	3	2	0		-100%
AA: Bible and East African Min										3		
AA: General Studies							15	3	1	12		
AA: General Studies (Nursing)								5	7	1		

C. Bachelor of Arts

Applied Linguistics	3	0	1	4	4	5	6	3	2	2	-33%	-60%
Biblical Exposition/Studies					0	1	0	0	0	1		0%
Biblical Exposition w/ minor (1)	2											
Business Admin: Human Resou								0	1			
Business Admin: Org Lead					0	3	1	0	0			
Business Admin: Sport Man					0	1	1	1	2			
Counseling and Psychology	7	7	8	7	3	3	5	1	3			
Cross-Cultural Ministry	5	6	2	1	0	0	0	1	2			
Entrepreneurial Leadership (2)	0	1	0	2								
Ministry/General Ministry	2	4	6	5	5	3	2	2	1	0	200%	-100%
Ministry: Cross-Cultural									2	4		
Ministry: Preaching								2	2	3		
Preaching	2											
Youth and Family Ministry	10	5	5	2	1	5	3	2	1	3	-70%	-40%

D. Bachelor of Science

Biblical Exposition/Studies					2	4	4	3	1	0		-100%
Biblical Exposition w/ minor (1)	3											
Biblical Studies (Nursing)	9	8	14	12	8	6	9	2	1	1	-89%	-83%
Biology: Preprofessional						12	9	13	10	8		
Biology: Environmental										0		
Biopsychology								1	4	1		
Business Admin: Esports Admin										0		
Business Admin: Global Marketing									0	4		
Business Admin: Human Resou								3	2	3		
Business Admin: Org Lead					12	18	18	14	8	2		-89%
Business Admin: Prof. Sales										1		

Business Admin: Public Admin										1	0		
Business Admin: Sport Man					15	12	26	29	24	24	35		192%
Business Admin: Supply Chain											0		
Counseling and Psychology	29	24	29	37	28	35	34	34	22	20		-31%	-43%
Cross-Cultural Ministry	4	6	5	8	7	6	2	4					
Elementary Education	17	20	16	29	19	18	18	18	9	7		-59%	-61%
Entrepreneurial Leadership (2)	12	9	19	19									
Ministry/General Ministry	7	9	17	9	10	8	8	4	5	2		-71%	-75%
Ministry: Cross-Cultural										0	0		
Ministry:Preaching									1	1	3		
Missions Aviation	1	3	0	3	1								
Preaching	6	1	1	1									
Science Education									1	1	1		
Youth and Family Ministry	22	15	24	27	31	28	19	21	17	12		-45%	-57%

MINORS

Counseling	18	14	14	8	20	21	9	8	4	3		-83%	-86%
Cross-Cultural Ministry	7	4	10	2	7	8	6	3	0	1		-100%	-88%
Family Studies	9	8	13	6	13	9	9	10	7	3		-67%	-67%
Flight Education	1	0	0	0	0								
Military Science (ROTC)	3	1	0	0	3	1	0	0	0	1		-67%	0%
Nonprofit Administration	3	7	4	1	2	8	4	2	2	1		-67%	-88%
Preaching	3	2	2					1	2	2			
Worship and Music	14	3	2	2									

E. School of Professional Studies

Associate of Arts: Biblical Studie	0	4	0	1	2	0	0	0	0	0			0%
Associate of Arts: Biblical Studies (online)			10	3	6	3	1	1	1	0			-100%

Business Administration (2)					0	0	1	1	0	0			
Business Administration (online)					4	4	4	1	1	0			
Christian Ministry	2	4	4	2	0	0	0	0	0	0			
Christian Ministry (online)			3	3	6	6	3	3	3	1			-83%
Family Studies	5	3	0	1	1	1	0	0	0	0			0%
Family Studies (online)			3	3	1	1							
Organizational Leadership (2)	6	6	1	1	1								
Organizational Leadership (online) (2)			9	4	1								

F. Bachelor of Theology

	0	0	1	0	0								
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(1) During the 07-08 school year many of the minors were raised to majors; in addition a 30 hour Bible major was utilized for some programs.

(2) Business Administration replaced Organizational/Entrepreneurial Leadership in Fall 2015

2.B. We are committed to quality programs

1. <i>Graduating Seniors Evaluations (SUS Students</i>	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021
Number of respondents	26	31	9	13	24	17	24	34	32	30
1. % graduating in 4 years (BA/BS)	54.5	31	62.5	40	71.4	35.7	69.6	73.3	53.3	75.9
2. % who are female	38.5	41.9	55.6	61.5	58.3	64.7	62.5	50	65.6	50
3. % with full-time job secured (4 year)	57.1	41.9	33.3	33.3	12.5	38.5	39.1	43.3	9.4	16.7
4. % going to grad school (4 year)	42.9	25.8	33.3	55.5	33.3	30.8	21.7	36.7	12.5	10
*Spring 2020 was COVID-19										
Effectiveness of (5 = highest)										
5. Bible and Theology courses	4.50	4.50	4.25	4.23	4.42	3.94	4.25	4.24	4.10	4.11
6. General Studies courses	4.00	4.21	3.56	3.64	4.17	3.94	3.83	3.90	3.84	3.78
7. Professional courses*	4.36	4.40	4.00	4.00	4.50	4.43	4.29	4.31	4.35	4.38
a. Youth & Family Ministry	4.60	4.56	4.75	4.33	4.17	4.43	4.10	3.75	4.83	3.80
b. Business	4.75	4.00	1.00	2.00	5.00	4.00	4.00	4.67	3.80	4.13
c. Counseling	4.25	4.50	4.75	4.33	4.64	3.67	4.40	4.67	4.75	4.89
d. Teacher Education	na	4.40	na	na	4.67	4.67	4.50	4.00	4.50	4.00
e. Ministry		3.67	3.00	4.00	4.50	na	4.25	4.00	4.00	4.00
f. Biology									3.75	5.00
(Scores from those graduating students within the program rating those professional courses)										
8. I feel well prepared for work	4.38	4.35	4.00	3.92	4.33	4.13	4.21	4.06	4.03	3.73
9. Overall, I received a quality education	4.58	4.35	4.11	4.38	4.46	4.25	4.25	4.00	3.97	3.97
10. I'd recommend MACU to others	4.38	4.33	4.11	4.08	4.33	3.69	4.04	3.79	3.68	3.17
11. Courses improved writing ability	4.38	4.45	4.44	4.23	4.32	4.00	3.88	3.81	4.16	4.24
12. Courses improved my skills in comput	4.36	4.00	4.22	3.27	4.00	3.50	3.82	3.61	3.74	3.52
13. Course improved my intellectual skills		4.48	4.33	4.15	4.30	4.06	4.00	4.12	4.39	4.14
14. Course improved my speaking skills		4.35	4.89	4.15	4.32	3.69	3.96	4.12	3.97	4.18
15. Courses were challenging	4.58	4.58	4.50	4.31	4.50	4.44	4.38	4.12	4.03	3.93
Self perception in general areas of improvement										
16. Encouraged further learning in biblical & theologic		4.23	4.67	4.23	4.33	3.93	4.25	3.97	3.97	3.83
17. Helped me grow in the area of trusting in God		4.42	4.44	4.23	4.33	3.94	4.04	3.79	4.10	3.93
18. Helped me have insight into the trouble of other:		4.35	4.44	4.23	4.21	3.93	3.88	3.73	3.94	3.60
19. Helped me to respect my own religious tradition		4.23	4.33	4.00	4.50	3.75	4.04	3.88	3.97	3.97
20. Helped me to respect other religious traditions		4.19	4.44	4.15	4.33	3.94	4.17	3.97	3.97	4.07
21. Increased my empathy for the poor/oppressed		4.23	4.22	4.15	4.13	4.00	4.04	3.53	3.77	3.77
22. Increased my ability to live my faith		4.32	4.44	4.15	4.42	4.00	4.17	3.88	4.00	3.80

2. Academic Probation/Dismissal*

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	10-Yr. Average	5-Yr. Average
a. Percentage Dismissed	4.2%	6.7%	2.6%	2.9%	4.3%	2.1%	6.8%	4.6%	3.7%	6.9%	4.5%	4.8%
b. Percentage on Probation	7.3%	7.3%	8.7%	3.4%	7.0%	6.3%	12.7%	9.6%	11.6%	6.9%	8.1%	9.4%
c. Total Percentage	11.5%	14.0%	11.2%	6.4%	11.3%	8.4%	19.5%	14.2%	15.3%	13.9%		
	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021	Spring 2022	10-Yr. Average	5-Yr. Average
d. Percentage Dismissed	7.6%	3.2%	4.4%	2.3%	4.5%	3.7%	4.8%	5.3%	10.8%		5.2%	6.1%
e. Percentage on Probation	4.5%	8.4%	3.3%	4.0%	6.4%	4.2%	1.8%	5.9%	4.3%		4.8%	4.1%
f. Total Percentage	12.1%	11.6%	7.7%	6.3%	10.9%	7.9%	6.6%	11.2%	15.1%	0.0%		

* Based on # of credit students

3. Academic Honors (Dean's List)

	2012 2013	2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	10-Yr. Average	5-Yr. Trend
[GPA = 3.5+ out of 4.0]												
a. Percent of students in fall*	16.7%	15.5%	26.2%	29.1%	30.4%	36.8%	25.0%	25.8%	27.9%	19.5%	25%	27%
b. Percent of students in spring*	20.0%	17.1%	25.3%	30.0%	27.4%	26.9%	32.9%	29.0%	22.9%		26%	28%

* Based on eligible students

2.C. We are committed to quality programs by providing adequate library resources.

Library Resources	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	10-Yr. Trend	5-Yr. Trend
<i>Size of Collection:</i>												
1. Number of print volumes	35,545	37,106	33,215	33,594	33,941	34,189	34,464	34,783	32,232	32,458	-9%	-5%
2. Number of e-book volumes	601	919	1,332	1,572	1,572	1,894	1,993	1,993	2,521	2,710	351%	43%
3. Number of media items	2,923	2,919	2,929	2,797	2,812	2,817	2,819	2,371	774	802	-73%	-72%
4. Total number in collection	39,069	40,944	37,476	37,963	38,325	38,900	39,276	39,147	35,527	35,970	-8%	-8%
<i>Number Added Annually:</i>												
5. Number of print volumes	427	219	224	601	409	296	311	126	633	226	-47%	-24%
6. Number of e-book volumes	601	318	413	240	0	322	99	0	387	332		3%
7. Number of media items	15	25	24	123	15	5	3	3	0	0	-100%	-100%
8. Total number added	1,043	562	661	964	424	623	413	129	1,020	558	-47%	-10%
<i>Circulation Statistics:</i>												
9. General collection transactions	2,199	1,474	1,826	1,460	1,778	1,369	1,562	1,136	517	436		
10. E-book transactions		3,589	3,577	3,468	11,561	25,284	15,177	13,896	710	7,245		
11. Reserve collection transactions	868	734	606	1,336	1,230	1,624	1,566	1,204	657	556		
12. Non-reserve materials used in lib	4,303	3,074	2,581	2,747	3,767	3,245	2,743	2,978	75	156		
13. Total number circulated	7,370	8,871	8,590	9,011	18,336	31,522	21,048	19,214	1,959	8,393	14%	-73%
<i>Interlibrary Loans:</i>												
14. Loaned to other libraries	3	15	150	125	124	58	65	0	0	0	-100%	-100%
15. Borrowed from other libr.	2	2	96	21	34	31	32	30	5	6	200%	-81%
16. Information Literacy sessions	6	12	6	8	11	6	6	31	21	20	233%	233%
17. # students in sessions	90	140	155	156	256	165	153	522	276	243	170%	47%

Library Expenses:

18. Cost for personnel	46,723	60,600	95,478	94,766	98,131	93,379	94,777	90,726	64,101	66,364	42%	-29%
19. Cost for items added	9,771	19,489	15,005	24,015	31,069	38,560	42,590	49,374	51,908	29,116	198%	-24%
20. Cost for other expenses	<u>3,968</u>	<u>15,583</u>	<u>6,370</u>	<u>4,859</u>	<u>8,509</u>	<u>7,099</u>	<u>8,673</u>	<u>8,432</u>	<u>10,441</u>	<u>10,393</u>	162%	46%
21. Total cost for library	60,462	95,672	116,853	123,640	137,709	139,038	146,040	148,531	126,450	105,872	75%	-24%
22. Library as % of E & G *	2.4%	3.4%	3.8%	3.8%	4.0%	4.1%	4.8%	4.7%	4.0%	3.3%	38%	-19%

* E & G = Educational and General Expenses of the institution.

Institutional Objective #3: MACU will increase enrollment.

3.A. We are committed to students by recruiting and retaining mission-appropriate students...

	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	Fall <u>2020</u>	Fall <u>2021</u>	10-Yr. Trend	5-Yr. Trend
1. University Recruitment Trends (All Schools)												
a. Total number of applicants	266	237	340	328	347	299	392	377	241	368	38%	23%
b. Number of applicants accepted	117	92	129	146	167	135	181	177	107	157	34%	16%
c. Number of first-time full-time enrollees	37	40	48	55	50	54	63	55	33	45	22%	-17%
d. Number of transfer enrollees	25	25	21	17	18	10	17	18	9	16	-36%	60%
e. Number Matriculated*	71	75	75	78	75	70	85	89	58	68	-4%	-3%
* Include Audits												
2. SUS Recruitment Trends												
a. Total number of applicants	251	231	330	324	333	288	377	374	239	363	45%	26%
b. Number of applicants accepted	109	86	120	142	243	128	169	174	107	155	42%	21%
c. Number of first-time full-time enrollees	37	40	48	55	48	54	63	55	31	45	22%	-17%
d. Number Matriculated	64	69	73	73	66	67	83	86	56	67	5%	0%
3. SPS Recruitment Trends												
a. Total number of applicants	15	6	10	4	14	11	15	3	2	0	-100%	-100%
b. Number of applicants accepted	8	6	10	4	14	7	12	3	2	0	-100%	-100%
c. Number Matriculated	4	5	6	2	9	3	2	3	2	0	-100%	-100%
4. SAT Critical Reading for Entering Freshmer [Out of 800 total possible]												
a. MACU Average Score	430	433	462	467	473							
b. NC Average	491	495	499	498	502							
c. U.S. National Average	496	496	497	495	494							
5. SAT Writing for Entering Freshmen [Out of 800 total possible]												
a. MACU Average Score	na	434	462	448	454							
b. NC Average	472	478	477	476	475							
c. U.S. National Average	488	488	487	484	482							
6. SAT Evidenced Reading/Writing for Entering Freshmen [Out of 800 total possible]						Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	Fall <u>2020</u>	Fall <u>2021</u>	10-Yr. Average	5-Yr. Average
a. MACU Average Score						585	479	522	505	525		
b. NC Average						546	554	554		578		
c. U.S. National Average						533	536	531		533		

											10-Yr.	5-Yr.
											Average	Average
7. SAT Math for Entering Freshmen												
[Out of 800 total possible]												
a. MACU Average Score												508
b. NC Average												549
c. U.S. National Average												529
8. Fall Enrollment (School of Undergrad Studies)	Fall	10-Yr.	5-Yr.									
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	Trend	Trend
a. Headcount for on-campus	153	140	162	185	162	180	197	172	137	127	-17%	-29%
b. FTE for on-campus	137.92	132.33	149.83	173.75	151	167.58	180.41	168	137	124.5	-10%	-26%
c. Credit Hours for on-campus	1933.5	1872	2143	2548	2284	2493	2613	2347	1981	1701	-12%	-32%
d. Headcount for online		4	7	6	6	2	4	4	2	2		0%
e. FTE for online		1.5	4.25	2.5	3.4	1.08	3.08	1.75	1	0.5		-54%
f. Credit Hours for online		18	52	30	44	13	37	21	15	6		-54%
g. Headcount for Rwanda										3		
h. FTE for Rwanda										1.5		
i. Credit Hours for Rwanda										6		
9. Fall Enrollment (School of Professional Studies)	Fall	10-Yr.	5-Yr.									
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	Trend	Trend
a. Headcount for on-campus	12	4	6	5	4	1	2	1	1	0		-100%
b. FTE for on-campus	8.42	2.25	4.25	3.75	3.08	1	1.75	1	0.5	0		-100%
c. Credit Hours for on-campus	104	30	63	51	40	17	24	12	6	0		-100%
d. Headcount for online		14	24	13	20	14	9	9	9	1		-93%
e. FTE for online		9.58	13.33	10	14.58	9.5	6.25	5.5	4.5	1		-89%
f. Credit Hours for online		126	160	126	175	120	66	69	54	12		-90%
10. Fall Enrollment (Non-Degree Seeking)								Fall	Fall	Fall		
								<u>2019</u>	<u>2020</u>	<u>2021</u>		
a. Headcount for non-dual enrollment									2	1		
b. Headcount for dual enrollment									11	13		
c. Credit Hours for dual-enrollment									78	68		
d. Headcount for audit only									2	0		
11. Spring Enrollment (School of Undergrad Studies)	Spring	10-Yr.	5-Yr.									
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	Trend	Trend
a. Headcount for on-campus	137	127	149	155	145	171	158	152	129	114	-17%	-33%
b. FTE for on-campus	137.58	115.67	140.42	146.42	134	156.67	146.75	149	125	111	-19%	-29%
c. Credit Hours for on-campus	1895.5	1642	1989	2166	2007	2280	2064	2057	1737	1536	-19%	-33%
d. Headcount for online		12	7	2	2	4	7	2	1	3		-25%
e. FTE for online		7.58	5	1	1.25	1	4.5	1.5	0.25	1.5		50%
f. Credit Hours for online		91	60	12	18	12	57	18	3	18		50%
g. Headcount for Rwanda										13		
h. FTE for Rwanda										7.8		
i. Credit Hours for Rwanda										94		

12. Spring Enrollment (School of Professional Studi	Spring <u>2013</u>	Spring <u>2014</u>	Spring <u>2015</u>	Spring <u>2016</u>	Spring <u>2017</u>	Spring <u>2018</u>	Spring <u>2019</u>	Spring <u>2020</u>	Spring <u>2021</u>	Spring <u>2022</u>	10-Yr. Trend	5-Yr. Trend
a. Headcount for on-campus	20	4	5	6	2	2	1	2	0	0		-100%
b. FTE for on-campus		3	4	6	2	2	1	2	0	0		-100%
c. Credit Hours for on-campus		33	51	83	27	37	15	33	0	0		-100%
d. Headcount for online		15	23	17	12	19	6	9	4	1		-95%
e. FTE for online		11	16	11	8	12	4	5	2	0.75		-94%
f. Credit Hours for online		131	187	131	99	156	48	60	25	9		-94%
13. Spring Enrollment (Non-Degree Seeking)								Spring <u>2020</u>	Spring <u>2021</u>	Spring <u>2022</u>		
a. Headcount for non-dual enrollment								0	0	0		
b. Headcount for dual enrollment								4	4	6		
c. Credit Hours for dual-enrollment								18	21	22		
d. Headcount for audit only								5	0	0		
12. Total Annual Enrollment [includes auditors]	2012 <u>2013</u>	2013 <u>2014</u>	2014 <u>2015</u>	2015 <u>2016</u>	2016 <u>2017</u>	2017 <u>2018</u>	2018 <u>2019</u>	2019 <u>2020</u>	2020 <u>2021</u>	2021 <u>2022</u>	10-Yr. Trend	5-Year Trend
a. Fall headcount	170	165	199	209	192	197	212	199	164	144	-15%	-27%
b. Spring headcount	160	158	184	180	161	196	172	174	138	137	-14%	-30%
c. Total (unduplicated)	188	183	222	228	205	214	218	207	181			
13. Total Annual FTE Enrollment	2012 <u>2013</u>	2013 <u>2014</u>	2014 <u>2015</u>	2015 <u>2016</u>	2016 <u>2017</u>	2017 <u>2018</u>	2018 <u>2019</u>	2019 <u>2020</u>	2020 <u>2021</u>	2021 <u>2022</u>	10-Yr. Trend	5-Year Trend
a. Fall FTE	146.3	145.7	171.67	190	172	179.17	191.49	182.75	148	132	-10%	-26%
b. Spring FTE	137.58	136.67	165	164	145.5	171.9	156.25	159	129	123	-11%	-28%
14. Total Matriculated Students			Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	Fall <u>2020</u>	Fall <u>2021</u>		
			3723	3815	3901	3983	4100	4191	4257	4336		
15. Provisional Admissions	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	Fall <u>2020</u>	Fall <u>2021</u>	10-Yr. Average	5-Year Average
a. # / % Entered as Provisional	14 / 22%	20 / 32%	10 / 13%	23 / 29%	11 / 15%	5 / 8%	18 / 22%	8 / 9%	6 / 10%	10 / 14%	17%	13%
b. # / % Eligible to continue after 1st Semester	10 / 71%	13 / 65%	8 / 80%	17 / 74%	6 / 55%	2 / 40%	4 / 22%	3 / 38%	3 / 50%	4 / 40%	54%	38%
c. # / % Enrolled 2nd Semester	7 / 50%	11 / 55%	5 / 50%	18 / 78%	4 / 36%	2 / 40%	3 / 17%	3 / 38%	3 / 50%	4 / 40%	45%	37%
d. # / % Eligible to continue after 2nd Semeste	8 / 57%	11 / 55%										
e. # / % Enrolled 3rd Semester	4 / 29%	7 / 35%	5 / 50%	12 / 52%	3 / 27%	2 / 40%	0 / 0%	1 / 13%	2 / 33%			
f. # who graduated	1	2	2	6	1	1	0	0				
16. Retention Trends (First time, full-time, 4-yr	2011-->12	2012-->13	2013-->14	2014-->15	2015-->16	2016-->17	2017-->18	2018-->19	2019-->20	2020-->21	10-Yr. Average	5-Year Average
a. MACU Freshman to Sophomore	45%	54%	58%	74%	60%	63%	65%	40%	46%	37%	54%	50%
b. Christian Church/Church of Christ Schools' Average	64%	67%	64%	67%	62%	69%	64%	67%	71%			
17. Graduation Trends* Cohort for students entering	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	10-Yr. Average	5-Year Average
a. MACU Graduation Rates	63%	59%	36%	38%	38%	25%	28%	32%	38%	44%	40%	33%
b. Christian Church/Church of Christ Schools' A	40%	42%	42%	43%	44%	42%	48%	45%	40%			

3.B. We are committed to increasing enrollment by keeping cost of attendance comparable to sister institutions of higher education

Comparison with Peer Restoration Movement Schools in Cost

Undergrad Tuition Rates (Part-time per hour, as reported in IPEDS):

(italics = not regionally accredited.)

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	Over the last 5 years:	
						<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	375	386	399	409	415	40	10.67%
<i>Central Christian College of the Bible</i>	300	300	300	300	275	-25	-8.33%
<i>Dallas Christian College</i>	517	557	557	568	568	51	9.86%
Great Lakes Christian College	455	495	525	525	525	70	15.38%
Hope International University	1,290	1,395	1,465	1465	1500	210	16.28%
Johnson University	410	435	470	500	500	90	21.95%
Johnson University Florida	440	435	470	500	530	90	20.45%
Kentucky Christian University	605	605	625	640	655	50	8.26%
Lincoln Christian University	434	434	440	453	466	32	7.37%
Manhattan Christian College	604	622	640	665	681	77	12.75%
Mid-Atlantic Christian University	425	440	450	465	485	60	14.12%
<i>Mid-South Christian College</i>				200	240		
Milligan College (1-5 hrs)	840	870	905	930	950	110	13.10%
Ozark Christian College	355	370	390	410	422	67	18.87%
Point University	650	650	650	650	650	0	0.00%
<i>St. Louis Christian College</i>	350	360	370	405	415	65	18.57%
William Jessup University	<u>1,190</u>	<u>1,260</u>	<u>1,390</u>	1440	1520	<u>330</u>	<u>27.73%</u>
Average for all 17 schools	578	601	628	619	635	82	12.94%
Average for 12 regionally accredited:	642	668	754	720	740	99	15.41%
Median for all 16 schools				500	525		

Price of Attendance, Full-time, First-time [living on campus] (as reported in IPEDS):

(italics = not regionally accredited.)

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	Over the last 5 years:	
						<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	25,900	26,380	23,818	24,258	24,608	-1,292	-4.99%
<i>Central Christian College of the Bible</i>	24,210	24,033	24,043	24,753	20,790	-3,420	-14.13%
<i>Dallas Christian College</i>	30,274	33,844	33,844	34,106	34,106	3,832	12.66%
Great Lakes Christian College	24,992	25,772	27,742	27,742	27,555	2,563	10.26%
Hope International University	45,146	46,824	49,047	49,237	49,513	4,367	9.67%
Johnson University	23,460	25,048	27,062	27,486	29,862	6,402	27.29%
Johnson University Florida	22,582	22,848	26,718	27,890	28,810	6,228	27.58%
Kentucky Christian University	32,502	33,304	33,424	35,176	36,200	3,698	11.38%
Lincoln Christian University	25,899	26,137	26,581	27,505	28,121	2,222	8.58%
Manhattan Christian College	27,688	29,196	30,352	31,122	31,750	4,062	14.67%
Mid-Atlantic Christian University	28,350	29,230	30,450	30,960	32,240	3,890	13.72%
<i>Mid-South Christian College</i>				17,488	17,726		
Milligan College	41,098	42,420	43,802	47,140	48,128	7,030	17.11%
Ozark Christian College	21,094	22,448	22,178	23,078	23,694	2,600	12.33%
Point University	30,400	30,500	30,500	34,185	33,850	3,450	11.35%
<i>St. Louis Christian College</i>	20,140	20,510	20,910	24,180	23,990	3,850	19.12%
William Jessup University	<u>44,309</u>	<u>46,594</u>	<u>49,747</u>	<u>52,338</u>	<u>53,173</u>	<u>8,864</u>	<u>20.00%</u>
Average for all 17 schools	29,253	30,318	31,264	31,685	32,007	3,647	12.29%
Average for 12 regionally accredited:	30,627	31,693	33,156	34,488	35,190	3,497	11.03%
Median for all 16 schools	26,794	27,788	29,047	27,890	29,862		

Institutional Objective #4: MACU will graduate students who are capable of fulfilling its mission.

4.A. We are committed to students by graduating students who have demonstrated learning

1. Bible Knowledge Exam

2. Collegiate Assessment of Academic Proficiency (CAAP) - Critical Thinking Scores

	2014	2015	2016	2017	2018
a. Graduating Associate Degree Students % of MACU students who tested above the national mean	50%	75%	100%	100%	100%
b. Graduating Bachelor Degree Students % of MACU students who tested above the national mean	100%	87%	76%	93%	91%

3. ETS Proficiency Profile

	2019	2020	2021
a. Graduating Associate Degree Students % of MACU students who tested above the national mean - writing	100%	COVID	0%
% of MACU students who tested above the national mean - critical thinking	67%	COVID	0%
b. Graduating Bachelor Degree Students % of MACU students who tested above the national mean - writing	50%	COVID	66%
% of MACU students who tested above the national mean - critical thinking	48%	COVID	71%

4.B. We are committed to students by developing a faculty of sufficient size and diversity...

	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	Fall <u>2020</u>	Fall <u>2021</u>	10-Yr. Average	5-Year Average
1. Faculty of Sufficient Size												
a. Student:Faculty Ratio	10.4	12.1	12.0	12.0	10.7	10.2	9.5	9.2	8.1	7.3	10.15	8.86
b. Faculty Composition												
Faculty (FTE)	14.08	14.08	16.3	18.8	18.4	19.4	20	20.5	18.25	19.33	17.91	19.50
Percent who are part-time (head count)	82%	78%	74%	74%	72%	70%	69%	65%	63%	61%	71%	66%
* Includes adjuncts from the Christian College Consortium for Distance Learning (relationship began Spring 2004, ended 2014)												

	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	Fall <u>2020</u>	Fall <u>2021</u>	10-Yr. Average	5-Year Average
2. Faculty of Diversity*												
a. % female full-time faculty	16.6%	12.5%	12.5%	20.0%	27.2%	25.0%	28.6%	23.0%	23.0%	21.4%	21%	24%
b. % FT with doctorates	67.0%	75.0%	75.0%	70.0%	63.6%	75.0%	71.0%	69.2%	69.2%	71.4%	71%	71%
c. % FT in doctoral programs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	7.7%	7.1%		
d. % of minorities	5.5%	5.5%	9.6%	10.5%	10.8%	10.8%	7.7%	7.7%	8.5%	11.1%		
*Does not include teaching administration												

4.C. We are committed to students through supporting/collaborating with alumni, as reflected in ...

1. Graduate Follow-Up Survey (1-year after graduation)

	Class <u>2016</u>	Class <u>2017</u>	Class <u>2018</u>	Class <u>2019</u>	Class <u>2020</u>	Class <u>2021</u>
a. Engaged in Christian Service	90%		94%	93%		
b. Volunteer work in the community or church	85%		100%	54%		
c. MACU prepare you for serving in churches/community?			95%	86%		
d. My major provided adequate knowledge and skills.			90%	91%		
e. Did your MACU education prepare you adequately for further educational goals?			75%	75%		
f. If you had to do it over, would you attend MACU?			83%	N/A		

Institutional Objective #5: MACU will promote a healthy quality of life for the University community.

5.A. We are committed to healthy quality of life by discerning and responding to students' changing needs, in such areas as...

1. MACU Student Characteristic	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	10-Yr. Average	5-Yr. Average
<i>All College Students:</i>												
a. Percent who are part-time	24%	20%	24%	14%	15%	13%	14%	15%	17%	13%	17%	14%
b. Percent who are women	48%	52%	60%	57%	55%	54%	44%	39%	37%	37%	48%	42%
c. Percent who are non Rest.Mv	51%	53%	60%	62%	55%	50%	50%	54%	50%	64%	55%	54%
d. Percent who are internationals [only 1]	0%	0%	2%	1%	2%	2%	2%	2%	2%	3%	2%	2%
e. Percent who are U.S. minoritic	29%	30%	33%	27%	31%	29%	40%	35%	35%	43%	33%	36%
f. Percent who are married	22%	18%	21%	16%	15%	12%	9%	7%	6%	5%	13%	8%
<i>New College Students:*</i>												
g. Family member attended MAC	16%	13%	10%	10%	4%	17%	9%	6%	11%	12%	11%	11%
h. Family member in paid ministr	23%	13%	19%	27%	27%	19%	14%	14%	23%	24%	20%	19%
i. One parent household	40%	30%	20%	22%	25%	30%	35%	32%	32%	41%	31%	34%
k. Plan to graduate from MACU	86%	90%	92%	79%	82%	92%	88%	84%	88%	92%	87%	89%
l. Home church under 100	33%	33%	45%	45%	32%	42%	41%	31%	28%	37%		36%
m. Home church 101-249	35%	29%	16%	19%	30%	26%	28%	21%	28%	35%		28%
n. Home church 250-499	16%	22%	20%	24%	15%	19%	6%	15%	14%	8%		12%
o. Home church 500-999	5%	7%	10%	2%	2%	6%	9%	10%	9%	10%		9%
p. Home church 1000-4999	7%	7%	8%	2%	8%	6%	2%	9%	2%	6%		5%
q. Home church 5000+	2%	2%	0%	5%	4%	0%	4%	1%	0%	0%		1%
r. I have no home church							11%	12%	19%	4%		
s. From small town/rural area	51%	67%	54%	74%	62%	64%	64%	59%	67%	61%		63%
t. From larger town (10-100,000)	23%	13%	24%	19%	13%	21%	13%	21%	7%	20%		16%
u. From suburb of large city	12%	13%	7%	5%	8%	6%	9%	4%	5%	10%		7%
v. From large city (100,000+)	14%	7%	4%	3%	12%	9%	15%	9%	14%	8%		11%
w. From major city (1 million +)	0%	0%	4%	2%	10%	0%	2%	10%	7%	2%		4%
x. Other colleges considered:												
State university	53%	54%	56%	47%	62%	58%	65%	61%	41%	60%		57%
Another Christian college	29%	65%	54%	56%	52%	52%	47%	41%	65%	36%		48%
Community college	34%	52%	48%	54%	43%	54%	50%	49%	55%	54%		52%
Another private college	27%	43%	46%	37%	33%	52%	41%	61%	44%	43%		48%

* Results from New Student Profile Inventory

5.B. We are committed to healthy quality of life through vibrant campus life.

1. Residence Hall Occupation	Fall	10-Yr. Average	5-Yr. Average									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		
a. P.A. Presley Hall % occupiec	61.2	68.7	70.1	82	52.9	52.3	49.2	35.2		67.5		51%
b. H.C. Turner Hall % occupiec	0	0	0	11.3	64.6	50	69.8	83		14.7		54%
c. Percent of Students in Dorm	48%	55%	47%	57%	60%	59%	63%	64%	73%	64%	59%	65%

2. Spiritual Life (From Graduating Senior Evaluations, SUS; where 5 = highest)	Class	Class	Class	Class	Class
	2017	2018	2019	2020	2021
a. Discipleship Groups contributed positively to my spiritual development	3.93	3.42	3.57	3.76	3.04
b. Chapel contributed positively to my spiritual development	3.93	3.78	3.66	3.39	3.33

5.C. We are committed to healthy quality of life through Student Satisfaction

Note: The College student body participated in the "Student Satisfaction Inventory" by Ruffalo Noel-Levitz in Fall 2021, with these summary results.

1. Academic Advising	(Scale 1-7)	Satisfaction	SE Region 4-year privates satisfaction	Prior Years		
				2018	2016	2013
My academic advisor is approachable		6.28	5.96	6.26	6.15	6.31
My academic advisor is concerned about my success as an individual		5.95	5.80	6.08	6.04	6.30
My academic advisor helps me set goals		5.19	5.42	5.51	5.28	6.39
2. Campus Climate						
Most students feel a sense of belonging here		4.87	5.27	5.35	5.56	6.19
Campus staff are caring and helpful		5.85	5.71	6.09	6.27	6.31
Faculty care about me as an individual		5.76	5.65	6.10	6.13	6.44
Campus is safe and secure for all students		5.46	5.69	4.93	5.72	5.95
Administrators are approachable to students		5.72	5.47	5.74	5.88	6.08
Intercollegiate athletic programs contribute to strong sense of school spirit		5.2	4.79	4.87		
It is an enjoyable experience to be a student on this campus		4.94	5.46	5.15	5.72	6.12
I feel a sense of pride about my campus		4.97	5.36	5.27	5.65	6.07
There is a commitment to academic excellence on this campus		5.48	5.76	5.48	5.94	6.25
Students are made to feel welcome on this campus		5.42	5.70	5.71		
I seldom get the "run-around" when seeking information on this campus		5.05	5.03	5.16	5.74	6.18
This institution shows concern for students as individuals		5.48	5.42	5.89	6.08	6.59
There is a strong commitment to racial harmony on this campus		5.25	5.63	5.33	5.27	5.73
Tuition paid is a worthwhile investment		5.31	4.98	5.20	5.40	6.20
Channels for expressing student complaints are readily available		5.07	4.92	4.75	5.18	6.02
3. Campus Life						
A variety of intramural activities are offered		4.89	5.27	4.53	5.11	5.56
Living conditions in the residence halls are comfortable		4.85	4.64	4.85	5.35	5.81
Residence hall staff are concerned about me as an individual		5.22	5.19	5.30	5.72	6.23
There is an adequate selection of food available in the cafeteria		4.07	4.24	3.37	3.27	5.36
Residence hall regulations are reasonable		4.73	5.01	4.67	5.42	6.04
The student handbook provides helpful information about campus life		5.63	5.44	5.37	5.73	6.27

4. Campus Support Services

Financial aid counselors are helpful	6.24	5.28	5.41		
Library staff are helpful and approachable	6.02	5.86	5.82	5.80	5.99
Library resources and services are adequate	5.77	5.80	5.55	5.74	6.13
Counseling staff care about students as individuals	5.88	5.49	5.67		
Tutoring services are readily available	5.43	5.78	5.76	6.00	6.46

Summary Items

a. So far, how has your college experience met your expectations?	4.34	4.68	4.63	5.15	5.43
Much worse than expected	1%	2%	1%	2%	1%
Quite a bit worse than I expected	2%	3%	4%	0%	2%
Worse than I expected	16%	12%	11%	7%	6%
About what I expected	43%	30%	32%	22%	20%
Better than I expected	17%	23%	20%	28%	17%
Quite a bit better than I expected	10%	14%	17%	14%	15%
Much better than expected	7%	13%	11%	23%	36%
b. Rate your overall satisfaction with your experience here thus far?	4.73	5.26	5.30	5.67	5.98
Not satisfied at all	0%	1%	1%	1%	1%
Not very satisfied	6%	4%	3%	2%	2%
Somewhat dissatisfied	15%	8%	4%	3%	2%
Neutral	28%	11%	12%	10%	5%
Somewhat satisfied	10%	18%	22%	14%	13%
Satisfied	28%	35%	37%	40%	30%
Very satisfied	10%	19%	17%	27%	45%
c. All in all, if you had to do it over, would you enroll here again?	5.08	5.23	5.14	5.76	6.04
Definitely not	1%	4%	4%	0%	1%
Probably not	10%	7%	8%	5%	2%
Maybe not	6%	6%	6%	5%	3%
I don't know	15%	11%	15%	7%	11%
Maybe yes	18%	12%	7%	12%	5%
Probably yes	24%	26%	26%	23%	16%
Definitely yes	24%	31%	30%	44%	59%

5.D. We are committed to healthy quality of life through Faculty/Staff Satisfaction

IRE Office conducted a Favorable Working Relationships Survey. Some of the key results are these:

	May 2020; 37 full-time & part-time employees responded					2020	2018	2016
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
a. There is a spirit of teamwork	32%	38%	19%	8%	3%	3.89	4.21	4.22
b. Role is valuable	43%	27%	22%	5%	3%	4.03	3.89	4.14
c. Treated with respect	49%	38%	11%	3%	0%	4.32	4.36	4.54
d. Enjoy relationships w/in dept.	70%	14%	16%	0%	0%	4.54	4.54	4.76
e. Creatively and initiative valued	62%	19%	14%	5%	0%	4.38	4.25	4.38
f. Pleased with praise & appreciation	49%	22%	22%	8%	0%	4.11	3.86	4.16
g. I can go to supervisor w/ prob.	68%	16%	5%	5%	5%	4.35	4.64	4.43
h. Work concerns handled favorably	0.49	35%	11%	5%	0%	4.27	4.21	4.30
i. Adequate communication in dept.	49%	30%	3%	16%	3%	4.05	3.93	4.22
j. Adequate communication between depts	14%	27%	35%	17%	8%	3.22	2.79	3.24
k. I would recommend my organiz as a good place to w	46%	32%	16%	5%	0%	4.19	4.32	4.27

	May 2018; 28 full-time & part-time employees responded					May 2016; 37 full-time & part-time employees responded				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. There is a spirit of teamwork	39%	50%	4%	7%	0%	43%	38%	16%	3%	0%
b. Role is valuable	39%	29%	18%	11%	4%	41%	38%	16%	5%	0%
c. Treated with respect	50%	39%	7%	4%	0%	59%	35%	5%	0%	0%
d. Enjoy relationships w/in dept.	61%	32%	7%	0%	0%	76%	24%	0%	0%	0%
e. Creatively and initiative valued	50%	32%	11%	4%	0%	51%	35%	14%	0%	0%
f. Pleased with praise & appreciation	25%	43%	25%	7%	0%	41%	35%	24%	0%	0%
g. I can go to supervisor w/ prob.	68%	29%	4%	0%	0%	46%	51%	3%	0%	0%
h. Work concerns handled favorably	39%	46%	11%	4%	0%	41%	49%	10%	0%	0%
i. Adequate communication in dept.	18%	64%	11%	7%	0%	38%	46%	16%	0%	0%
j. Adequate communication between depts	7%	14%	39%	29%	11%	8%	38%	30%	19%	5%
k. I would recommend my organiz as a good place to w	43%	46%	11%	0%	0%	41%	46%	14%	0%	0%

Institutional Objective #6: MACU will operate with fiscal health and accountability.

6.A. We are committed to fiscal health by increasing endowment and decreasing debt...

1. Endowment Trends

[in thousands of dollars]

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Endowments/Investments	3,124	3,318	3,502	3,449	4,089
Change in Net Assets	-8%	6%	5%	-2%	19%

5-Year Trend

31%
4.0% (average)

2. Debt Trends

[in thousands of dollars]

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Operating Debt	0	0	0	0	0
Capital Debt	1,678	1,329	1,577	1,082	1,164
Total Debt:	1,678	1,329	1,577	1,082	1,164

-31%
-31%

Interest Paid on Total Debt	78.6	77.0	71.0	70.4	50.5
Principal on Total Debt	47.1	349.5	52	654.6	968
Principal and Interest on Debt	125.7	426.5	123.0	725.0	1018.5
P & I Debt as % of Oper. Exp.	2.74%	10.26%	2.83%	16.62%	24.21%

-36%
1955%
710%
783%

Interest on Operating Debt	0.00	0.00	0.00	0.00	0.00
Principal on Operating Debt	0.0	0.0	0.0	0.0	0.0
P & I on Operating Debt	0.00	0.00	0.00	0.00	0.00

6.B. We are committed to fiscal health by being fiscally responsible, as reflected in ...

1. Annual Revenues (from audit; in thousands)

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Operating Revenues:					
Gross Tuition and Fees	1,993.4	2,235.5	2,363.7	2,322.4	1,972.9
Less Donor-Funded Aid	61.4	67.3	86.0	93.1	107.0
Less Institutional Aid	704.8	856.8	788.9	779.6	759.4
Less Donor and Inst. Aid	766.2	924.1	874.9	872.7	866.4
Net Tuition and Fees	1,227.2	1,311.4	1,488.8	1,449.7	1,106.5
Private Gifts	1,290.9	1,295.2	1,203.7	1,381.4	1,290.2
Investment Income	1.2	7.1	1.0	-2.2	114.0
Auxiliary Services	1,067.6	1,142.0	1,184.8	1,199.1	1,049.8
COVID & Heritage Hall Insurance	0.0	0.0	0.0	598.5	2,869.6
Other Income	38.1	62.9	48.3	201.3	40.8
Total Operating Revenues:	3,625.0	3,818.6	3,926.6	4,827.8	6,470.9
Non Operating Revenues:					
Other	131.7	132.3	182.4	75.0	94.0
Total Revenues:	3,756.7	3,950.9	4,109.0	4,902.8	6,564.9

5-Year Trend

-1%
74%
8%
13%
-10%
0%
9400%
-2%
7%
79%
75%

2. Annual Expenses (from audit; in thousands)

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Educational and General					
Instruction	887.4	969.5	1,008.9	1,075.5	987.7
Academic Support/Library	389.4	385.0	374.8	326.9	385.0
Student Services	926.4	823.3	789.1	839.0	786.9
Institutional Support	1,216.9	880.1	997.3	922.3	966.9
Total Educational and Gen.	3,420.1	3,057.9	3,170.1	3,163.7	3,126.5
Auxiliary Operations	1,166.7	1,100.1	1,183.7	1,197.3	1,080.5
Total Operating Expenses	4,586.8	4,158.0	4,353.8	4,361.0	4,207.0
Non Operating Expense	0.0	0.0	0.0	0.0	0.0
Total Operating and Non Operating Expenses:	4,586.8	4,158.0	4,353.8	4,361.0	4,207.0
Total Expenses per FTE**	28.9	23.7	25.1	25.5	30.4

** FTE is average fulltime enrollment for the year

Change in Net Assets (Rev. - Exp.)	-830.1	-207.1	-244.8	541.8	2,357.9
[Includes non-operating activities]					

3. Financial Ratios

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
<i>[from US Dept. of Education]</i>					
1. Financial Strength Ratio	1.80	1.60	2.00	2.80	3.00
[composite ranges from -1 to +3]					
[one measure of overall health]					
2. Primary Reserve Ratio	18.8%	11.8%	21.5%	22.7%	87.5%
(Expended Net Assets/Total Exp.)					
[cash on hand to pay annual exp., margin against adversity]					
[Maximum applicable to Financial Strength Ratio: 30%]					
3. Equity Ratio	72.2%	75.9%	70.9%	78.5%	86.9%
(Net Assets/Total Assets)					
[Capital Resources ability to borrow & financial viability]					
[Maximum applicable to Financial Strength Ratio: 30%]					
4. Net Income Ratio	-22.1%	-5.2%	-9.5%	11.1%	36.9%
(Change in Unr.Net Assets/Unr.Revenue]					
[ability to operate within the schools means]					
[Maximum application to Financial Strength Ratio 40%]					
<i>[from other Sources]</i>					
5. Return on Net Assets Ratio	-14.5%	-4.3%	-3.5%	11.5%	72.0%
(Change in Net Assets/Total Net Assets Beginning of year)					
[Determines whether an institution is financially better off than in previous years by measuring total economic return]					
6. Debt Burden Ratio	3.35%	10.80%	2.99%	14.79%	15.51%
(Principal & Interest/Total Unrestricted Revenue)					
[the proportion of an institution's assets that are financed by debt]					

**5-Year
Trend**

11%
-1%
-15%
-21%
-9%
-7%
-8%

7. Acid Test Ratio	21.5	7.3	8.6	13.4	38.4
(Cash, Rcvbls., Mrkt.Sec./Current Liab'l's)					
8. Current Liab. to Net Assets	0.9%	1.7%	2.2%	1.7%	2.2%
(Current Liab./Net Assets)					
9. Total Liab. to Net Assets	38.4%	31.7%	41.0%	27.4%	14.0%
(Total Liabilities/Net Assets)					
10. Operating Revenue Ratio	26.8%	31.5%	34.2%	33.2%	26.3%
(Net Tuition & Fees/Total Op. Exp.)					
11. Private Gifts Ratio	28.1%	31.1%	27.6%	31.7%	30.7%
(All Private Gifts/Total Op. Exp.)					
12. Investment Income Ratio	0.0%	0.2%	0.0%	-0.1%	2.7%
(Investment Income/Total Op. Exp.)					
13. Aux. Services Income Ratio	23.3%	27.5%	27.2%	27.5%	25.0%
(Auxiliary Income/Total Op. Exp.)					
14. Tuition Discount Ratio	38.4%	41.3%	37.0%	37.6%	43.9%
(Total Institutional Financial Aid/Gross Tuition & Fees)					
15. Unfunded Discount Ratio	36.0%	38.0%	38.0%	38.2%	38.5%
(Total Unfunded Institutional Aid/Gross Tuition & Fees)					
16. Net Tuition/FTE** (thousands)	\$7.728	\$7.472	\$8.566	\$8.483	\$7.989
Percentage of Gen & Ed Rev.	46%	47%	51%	39%	20%
17. Private Gifts/FTE**	\$8.129	\$7.380	\$6.926	\$8.083	\$9.316
Percentage of Gen & Ed Rev.	48%	46%	41%	37%	23%
18. General & Educational Revenue/FTE	\$16.934	\$16.005	\$16.825	\$21.672	\$39.820
19. Auxiliary Revenue/FTE**	\$6.723	\$6.507	\$6.817	\$7.016	\$7.580
Percentage of Total Revenue	28%	29%	29%	24%	16%
20. Total Revenue per FTE**	\$23.657	\$22.512	\$23.642	\$28.688	\$47.400
21. Instruction Allocation Ratio	19.3%	23.3%	23.2%	24.7%	23.5%
(Instructional Exp./Total Op. Exp.)					
22. Acad. Support Alloc. Ratio	8.5%	9.3%	8.6%	7.5%	9.2%
(Academic Supp. Exp./Total Op. Exp.)					
23. Student Services All. Ratio	20.2%	19.8%	18.1%	19.2%	18.7%
(Student Serv. Exp./Total Op. Exp.)					
24. Instit. Support Alloc. Ratio	26.5%	21.2%	22.9%	21.1%	23.0%
(Inst. Supp. Exp./Total Op. Exp.)					
25. Aux. Ent. Allocation Ratio	25.4%	26.5%	27.2%	27.5%	25.7%
(Aux. Exp./Ttl.Op. Exp.)					
26. Debt Service to Oper. Expenses	2.7%	10.3%	2.8%	16.6%	24.2%
[= % of expenses spent on debt]					

** FTE is average fulltime enrollment for the year

4. Revenue and Expenses for Academic Programs

[In thousands of dollars; indirect expenses/revenues not included]

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	5-Year Trend
Gross Tuition Revenue	1,993.4	2,235.6	2,363.7	2,322.4	1,972.9	-1%
Less Institutional Aid	766.2	856.8	788.9	779.6	759.4	-1%
Net Tuition Revenue	1,227.2	1,378.8	1,574.8	1,542.8	1,213.5	-1%
Direct Instructional Costs *	887.4	969.5	1,008.9	1,075.5	987.7	11%
Academic Support Costs **	389.4	385.0	374.7	326.9	385.0	-1%
Total Direct Costs	1,276.8	1,354.5	1,383.6	1,402.4	1,372.7	8%
Net Gain (Loss)	-49.6	24.3	191.2	140.4	-159.2	221%

* Excludes indirect costs (e.g. interest, maintenance).

6.C. We are committed to fiscal health by stewarding our human resources, as reflected in ...

1. Employee Salary and Benefits Cost Trends

[in thousands of dollars]

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	5-Year Trend
Salaries (all employees)	1,845.5	1,710.2	2,131.2	2,260.7	2,293.7	24%
Sal./Ben. as % of All Exp.	40%	41%	49%	52%	55%	36%

2. Student Financial Aid

	<u>2011-12</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	10-Year Trend	5-Year Trend
a. Federal Grants	478,999	498,694	535,772	545,532	504,647	466,208	-3%	-7%
b. State Grants	10,300	381,858	434,650	403,815	406,510	384,030	na	1%
c. Institutional Grants/Waivers	369,084	772,875	841,249	801,268	829,827	662,211	79%	-14%
d. Scholarships External	12,000	25,350	27,250	28,183	54,115	78,239	85%	209%
e. Federal Work Study Funds	9,890	9,381	8,981	8,988	13,229	10,118	100%	8%
f. Loans	1,444,757	1,101,712	1,124,156	1,264,495	1,139,641	865,868	-40%	-21%
g. Total \$ of Aid	2,325,030	2,789,870	2,972,058	3,052,281	2,947,969	2,466,674	6%	-12%
h. Fed./St. Grants as % of Aid	21%	34%	31%	31%	31%	34%	64%	1%
i. Inst.Grants/Waivers % Aid	16%	28%	29%	27%	29%	27%	67%	-3%
j. Loans as % of Aid	62%	39%	38%	41%	39%	35%	-44%	-11%
k. MACU Default Rate (3yr)	19.1%	17.2%	17.3%	na	na	na		
l. National Default Rate (3yr)	13.7%	9.7%	7.3%	na	na	na		

3. Financial Aid: Borrowing Trends

	<u>2011-12</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	10-Year Trend	5-Year Trend
a. Loans as % of all aid	62%	39%	38%	41%	39%	35%	-44%	-11%
b. Percent of students w/ loans	80%	67%	68%	69%	75%	74%	-8%	10%
c. Amount of avg. loan	9,505	7,780	4,148	7,805	8,140	7,110	-25%	-9%
d. Annual educational costs *	23,450	27,350	28,030	28,800	28,800	31,040	32%	13%
e. Avg. loan as % of annual costs	41%	28%	15%	27%	28%	23%	-43%	-19%
f. % of grads leaving w/ loans	97%	72%	72%	78%	84%	82%	-15%	14%
g. Avg. loan at graduation	37,108	23,587	20,971	22,894	25,087	23,485	-37%	0%

* Includes direct costs (tuition, fees, room, and board) plus indirect costs (books, laundry, etc.)

6.D. We are committed to fiscal health and accountability by developing links with key constituencies as reflected in ...

1. Gift Income by Donor Type

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
a. Number of donor churches:	226	199	199	185	179	178	185	179	150	151
b. Number of business donors	64	61	49	54	46	46	46	46	24	32
c. Number of alumni donors			295	299	296	283	244	261	272	270
* Subset - Number of graduates	235	229	211	231	224	175	181	171	203	172
d. Number of other individuals	613	514	361	366	282	201	199	188	186	185
e. Number of estate gifts	1	2	3	2	6	3	3	5	1	1
f. Percent of repeat donors	60.8%	83.7%	69.7%	65.8%	62.0%	83.0%	62.7%	72.0%	61.0%	62.0%
g. Number of new donors	162	115	103	143	92	77	69	66	44	50
h. Number of undergraduate graduates		1,222	1,238	1,259	1,290	1,315	1,343	1,376	1,410	1,451
i. Number of undergraduate graduates solicited		1,113	1,072	1,086	1,075	1,045	1,093	1,126	1,160	1,131
j. Number of undergraduate graduates who donated		229	211	231	224	175	181	171	203	191

10-year Trend	5-Year Trend
-33%	-15%
-50%	-30%
-27%	-2%
-70%	-8%

2. Gift Income by Donor Amounts

[Restricted & Unrestricted]	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
a. Churches	469,402	478,132	596,285	421,785	402,837	406,583	349,330	413,468	345,285	381,281
b. Business/Org./Foundations	166,664	143,540	402,867	364,253	355,904	223,247	365,151	176,710	151,708	189,708
c. Alumni			243,338	289,727	311,924	296,978	232,225	261,388	265,859	209,519
* Sub-set Graduates	114,653	315,458	160,104	234,193	251,774	284,683	156,143	243,500	213,354	215,079
d. Other Individuals	326,276	1,599,296	330,599	290,475	437,896	491,234	404,375	504,888	300,577	314,305
e. Sub-Total:	1,076,995	2,536,426	1,573,089	1,366,240	1,508,561	1,389,192	1,397,265	1,356,454	1,063,429	1,094,813
f. Estates	3,540	223,176	708,745	12,755	84,637	50,570	51,213	63,388	400,000	141,332
g. Total Given	1,080,535	2,759,602	2,281,834	1,378,995	1,593,198	1,439,762	1,448,478	1,419,842	1,463,429	1,236,145
h. % of total given by Alumni			11%	21%	20%	21%	16%	18%	18%	17%
i. % of total given by Graduates	10.61%	11.43%	7.02%	16.98%	15.80%	19.77%	10.78%	17.15%	14.58%	17.40%

10-Year Trend	5-Year Trend
-19%	-6%
14%	-15%
88%	-24%
-4%	-36%
15%	-14%

3. Median Gift amounts

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20
a. Per single gift								
of all giving	\$100.00	\$100.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
individual	\$65.00	\$100.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
church	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
organization	\$1,000.00	\$120.00	\$200.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00
b. Per total giving of year								
of all giving	\$308.00	\$300.00	\$340.00	\$350.00	\$300.00	\$325.00	\$350.00	\$350.00
individual	\$110.00	\$100.00	\$200.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
church	\$1,200.00	\$1,000.00	\$1,275.00	\$1,200.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
organization	\$500.00	\$550.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00

4. Fundraising Expenses to Income (Amount Spent to raise \$1)

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Actual Expenses (Dept. 43)	276,351	269,776	220,116	258,484	251,588	263,708	203,362	241,709	205,813	199,481
Income*	989,538	2,434,655	2,151,394	1,203,993	1,389,373	1,290,978	1,295,245	1,129,135	1,063,429	1,290,198
	0.28	0.11	0.10	0.21	0.18	0.20	0.16	0.21	0.19	0.15
Foundation										
Actual Expenses (Dept. 39)	61,864	68,268	51,710	35,663	34,546	33,092	18,222	20,025	1,850	0
Actual Expenses (Foundation)*	22,922	21,846	26,896	29,950	29,375	33,152	31,500	35,402	20,310	305
SUB	84,786	90,114	78,606	65,613	63,921	66,244	49,722	55,427	22,160	305
Income	80,658	320,686	134,543	131,358	301,348	139,932	150,284	86,626	41,594	927,420
	1.05	0.28	0.58	0.50	0.21	0.47	0.33	0.64	0.53	0.00
Combined										
Expenses	361,137	359,890	298,721	324,096	315,509	329,952	253,084	297,136	227,973	199,786
Income	1,070,196	2,755,341	2,285,937	1,335,351	1,690,721	1,430,910	1,445,529	1,215,761	1,105,023	2,217,618
	0.34	0.13	0.13	0.24	0.19	0.23	0.18	0.24	0.21	0.09

10-Year Average	5-Year Average
	0.18
	0.40
0.18	0.19

5. Mid-Atlantic Society

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
a. # who qualify	296	292	300	292	274	172	249	274	228	230
b. Total amount given	867,890	2,506,934	1,382,586	1,170,018	1,577,150	1,107,590	1,126,192	1,141,064	1,244,009	1,168,560
c. % of sub-total given	80.58%	98.84%	87.89%	85.64%	104.55%	79.73%	80.60%	84.12%	116.98%	106.74%
d. % of total # of donors	26.01%	29.11%	33.19%	32.30%	34.12%	24.29%	36.94%	40.65%	36.08%	36.05%

10-Year Average	5-Year Average
257	231
1,380,456	1,157,483
93.90%	93.63%
33.64%	34.80%

6. Expectancies

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
	7,698,636	7,789,081	8,087,144	8,126,966	8,382,860	8,344,277	8,389,511	9,251,271	9,226,171	9,505,746