



MID-ATLANTIC
CHRISTIAN UNIVERSITY

Fact Book 2022-2023

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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	
a. Participated in at least one international mission trip	21.9%	9.7%	13.3%	16.7%	(Graduating Student Profile)
b. Participated in at least one cross-cultural trip w/in the US	21.9%	16.7%	16.6%	25.0%	(Graduating Student Profile)

2. Church-related Ministry

a. Engaged in church-related ministry in past 2 yrs	54.9%	53.1%	37.0%	33.3%	(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

	Class <u>2013</u>	Class <u>2014</u>	Class <u>2015</u>	Class <u>2016</u>	Class <u>2017</u>	Class <u>2018</u>	Class <u>2019</u>	Class <u>2020</u>	Class <u>2021</u>	Class <u>2022</u>
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School of Undergraduate Studies

A. Certificates											
TESOL					1						
Professional Christian Ministry									2	2	1
Family Life Education	3	1	1	6	2	5	5	3	4		
Total # of Certificates	3	1	2	6	2	5	5	5	6	1	
B. Associates											
AA: Biblical Studies		1	3	4	4	5	1	1	3	1	
AA: General Studies											
Total # of Associate Degrees	1	3	4	4	5	1	1	3	1	0	
C. Bachelor of Arts											
Applied Linguistics			1				1	1	1		
Biblical Exposition	3	1	5		2	1	1				
Biblical Studies		1	1			1	1	1	2	1	
Counseling and Psychology			1						1		
Cross-Cultural Ministry		1	1								
Ministry			2			1	1		1		
Ministry: Preaching										1	
Preaching	1										
Youth and Family Ministry	2		2								
Total # of BA Majors	6	4	12	0	2	4	4	2	4	2	

D. Bachelor of Science											
Biblical Exposition		10	15	2	7	6	15	15	7	6	
Biblical Studies		12	5	4	15	7	6	6	15	12	5
Biology									4	2	
Business Administration							2	2	4		
Business Admin: HR										1	1
Business Admin: Org Lead										6	
Business Admin: Sport Man										2	1
Counseling and Psychology		6	3	2	10	3	2	2	7	8	3
Cross-Cultural Ministry		1	2				2	2	1		
Elementary Education		5			2	3	2	2	8	1	1
Entrepreneurial Leadership				1	3	1					
General Ministry		1	3	1	1		2	2			
Ministry										1	
Ministry: Preaching										1	
Preaching]		2									
Youth and Family Ministry		3	4	1	6	6	10	10	5	5	4
Total # of BS Majors		40	32	11	44	26	41	41	51	45	15
Total Majors		46	36	23	44	28	45	45	53	49	17

MINORS

Biblical Studies										10	6
Counseling		1	1	1	1		3	3	1	2	
Cross-Cultural Ministry		2				2					
Family Studies				1		1			2	3	1
Military Science (ROTC)		1									
Nonprofit Administration		1							1		
Preaching]		1	1								
Worship and Music		3			2						
Total # of minors		9	2	2	3	3	3	3	4	15	7

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	2
Business Administration							1	1	1		
Christian Ministry		1	1	2	4		3	3	1	1	2
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	4

2. Total Students Graduated

end of:

Aug 2014	Aug 2015	Aug 2016	Aug 2017	Aug 2018	Aug 2019	Aug 2020	Aug 2021	Aug 2022
1240	1259	1290	1315	1344	1378	1416	1449	1463

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 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	10-Yr. Trend	5-Yr. Trend
A. Certificates												
Prof Christian Ministries						0	2	1	1	1		
Prof Christian Ministries (online)						3	5	4	2	3		0%
TESOL	2	1										
Family Life Education	4	11	14	7	10	6	7	7	2	4	0%	-33%

B. Associates

AA: Biblical Studies	14	13	10	11	6	10	3	4	1	4	-71%	-60%
AA: Biblical Studies (online)		5	6	5	2	2	3	2	0	0		-100%
AA: Bible and East African Min									3	11		
AA: General Studies						15	3	1	12	14		-7%
AA: General Studies (Nursing)							5	7	1	0		

C. Bachelor of Arts

Applied Linguistics	0	1	4	4	5	6	3	2	2	2		-67%
Biblical Exposition/Studies				0	1	0	0	0	1	0		
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	8	7	3	3	5	1	3				
Cross-Cultural Ministry	6	2	1	0	0	0	1	2				
Entrepreneurial Leadership (2)	1	0	2									
Ministry/General Ministry	4	6	5	5	3	2	2	1	0	0	200%	-100%
Ministry: Cross-Cultural								2	4	3		
Ministry: Preaching							2	2	3	3		
Youth and Family Ministry	5	5	2	1	5	3	2	1	3	2	-60%	-33%

D. Bachelor of Science

Biblical Exposition/Studies				2	4	4	3	1	0	1		-75%
Biblical Studies (Nursing)	8	14	12	8	6	9	2	1	1		-100%	-100%
Biology: Preprofessional						12	9	13	10	8		22%
Biology: Environmental									0	0		
Biopsychology							1	4	1	2		
Business Admin: Esports Admin									0	0		
Business Admin: Global Marketing								0	4	12		
Business Admin: Human Resou							3	2	3	2		
Business Admin: Org Lead				12	18	18	14	8	2	1		-94%
Business Admin: Prof. Sales									1	0		
Business Admin: Public Admin								1	0	2		
Business Admin: Sport Man				15	12	26	29	24	35	26		0%
Business Admin: Supply Chain									0	1		
Counseling and Psychology	24	29	37	28	35	34	34	22	20	12	-50%	-65%
Counseling and Psychology (Law)										1		
Cross-Cultural Ministry	6	5	8	7	6	2	4					
Elementary Education	20	16	29	19	18	18	18	9	7	11	-45%	-39%
Entrepreneurial Leadership (2)	9	19	19									
Ministry/General Ministry	9	17	9	10	8	8	4	5	2	0	-100%	-100%

Ministry: Cross-Cultural									0	0	0		
Ministry: Preaching								1	1	3	1		
Missions Aviation	3	0	3	1									
Preaching	1	1	1										
Science Education								1	1	1	1		
Youth and Family Ministry	15	24	27	31	28	19	21	17	12	10		-33%	-47%

MINORS

Counseling	14	14	8	20	21	9	8	4	3	9		-36%	0%
Cross-Cultural Ministry	4	10	2	7	8	6	3	0	1	0		-100%	-100%
Family Studies	8	13	6	13	9	9	10	7	3	1		-88%	-89%
Military Science (ROTC)	1	0	0	3	1	0	0	0	1	1		0%	0%
Nonprofit Administration	7	4	1	2	8	4	2	2	1	2		-71%	-50%
Preaching	2	2					1	2	2	1			
Worship and Music	3	2	2										

E. School of Professional Studies

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

Business Administration (2)				0	0	1	1	0	0	0			
Business Administration (online)				4	4	4	1	1	0	0			
Christian Ministry	4	4	2	0	0	0	0	0	0	0			
Christian Ministry (online)		3	3	6	6	3	3	3	1	0			-100%
Family Studies	3	0	1	1	1	0	0	0	0	0			0%
Family Studies (online)		3	3	1	1								
Organizational Leadership (2)	6	1	1	1									
Organizational Leadership (online) (2)		9	4	1									

F. Bachelor of Theology

	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 Student</i>	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>
Number of respondents	31	9	13	24	17	24	34	32	30	12
1. % graduating in 4 years (BA/BS)	31	62.5	40	71.4	35.7	69.6	73.3	53.3	75.9	66.7
2. % who are female	41.9	55.6	61.5	58.3	64.7	62.5	50	65.6	50	33.3
3. % with full-time job secured (4 year)	41.9	33.3	33.3	12.5	38.5	39.1	43.3	9.4	16.7	50
4. % going to grad school (4 year)	25.8	33.3	55.5	33.3	30.8	21.7	36.7	12.5	10	8.3
*Spring 2020 was COVID-19										
Effectiveness of (5 = highest)										
5. Bible and Theology courses	4.50	4.25	4.23	4.42	3.94	4.25	4.24	4.10	4.11	4.25
6. General Studies courses	4.21	3.56	3.64	4.17	3.94	3.83	3.90	3.84	3.78	4.00
7. Professional courses*	4.40	4.00	4.00	4.50	4.43	4.29	4.31	4.35	4.38	4.50
a. Youth & Family Ministry	4.56	4.75	4.33	4.17	4.43	4.10	3.75	4.83	3.80	4.75
b. Business	4.00	1.00	2.00	5.00	4.00	4.00	4.67	3.80	4.13	4.50
c. Counseling	4.50	4.75	4.33	4.64	3.67	4.40	4.67	4.75	4.89	4.67
d. Teacher Education	4.40	na	na	4.67	4.67	4.50	4.00	4.50	4.00	5.00
e. Ministry	3.67	3.00	4.00	4.50	na	4.25	4.00	4.00	4.00	3.00
f. Biology								3.75	5.00	na
(Scores from those graduating students within the program rating those professional courses)										
8. I feel well prepared for work	4.35	4.00	3.92	4.33	4.13	4.21	4.06	4.03	3.73	4.08
9. Overall, I received a quality education	4.35	4.11	4.38	4.46	4.25	4.25	4.00	3.97	3.97	3.92
10. I'd recommend MACU to others	4.33	4.11	4.08	4.33	3.69	4.04	3.79	3.68	3.17	3.42
11. Courses improved writing ability	4.45	4.44	4.23	4.32	4.00	3.88	3.81	4.16	4.24	4.50
12. Courses improved my skills in compu	4.00	4.22	3.27	4.00	3.50	3.82	3.61	3.74	3.52	3.73
13. Course improved my intellectual skills	4.48	4.33	4.15	4.30	4.06	4.00	4.12	4.39	4.14	4.50
14. Course improved my speaking skills	4.35	4.89	4.15	4.32	3.69	3.96	4.12	3.97	4.18	4.33
15. Courses were challenging	4.58	4.50	4.31	4.50	4.44	4.38	4.12	4.03	3.93	4.08
Self perception in general areas of improvement										
16. Encouraged further learning in biblica	4.23	4.67	4.23	4.33	3.93	4.25	3.97	3.97	3.83	4.08
17. Helped me grow in the area of trustin	4.42	4.44	4.23	4.33	3.94	4.04	3.79	4.10	3.93	3.92
18. Helped me have insight into the troub	4.35	4.44	4.23	4.21	3.93	3.88	3.73	3.94	3.60	3.75
19. Helped me to respect my own religiou	4.23	4.33	4.00	4.50	3.75	4.04	3.88	3.97	3.97	3.75
20. Helped me to respect other religious t	4.19	4.44	4.15	4.33	3.94	4.17	3.97	3.97	4.07	3.83
21. Increased my empathy for the poor/or	4.23	4.22	4.15	4.13	4.00	4.04	3.53	3.77	3.77	3.75
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	4.08

2. Academic Probation/Dismissal*

	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>	Fall <u>2022</u>	10-Yr. Average	5-Yr. Average
a. Percentage Dismissed	6.7%	2.6%	2.9%	4.3%	2.1%	6.8%	4.6%	3.7%	6.9%	1.4%	4.2%	4.7%
b. Percentage on Probation	<u>7.3%</u>	<u>8.7%</u>	<u>3.4%</u>	<u>7.0%</u>	<u>6.3%</u>	<u>12.7%</u>	<u>9.6%</u>	<u>11.6%</u>	<u>6.9%</u>	<u>2.4%</u>	7.6%	8.6%
c. Total Percentage	14.0%	11.2%	6.4%	11.3%	8.4%	19.5%	14.2%	15.3%	13.9%	3.8%		
	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. 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%	2.2%	4.9%	5.4%
e. Percentage on Probation	<u>4.5%</u>	<u>8.4%</u>	<u>3.3%</u>	<u>4.0%</u>	<u>6.4%</u>	<u>4.2%</u>	<u>1.8%</u>	<u>5.9%</u>	<u>4.3%</u>	<u>5.9%</u>	4.9%	4.4%
f. Total Percentage	12.1%	11.6%	7.7%	6.3%	10.9%	7.9%	6.6%	11.2%	15.1%	8.2%		

* Based on # of credit students

3. Academic Honors (Dean's List)

	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>	2022 <u>2023</u>	10-Yr. Average	5-Yr. Trend
[GPA = 3.5+ out of 4.0]												
a. Percent of students in fall*	15.5%	26.2%	29.1%	30.4%	36.8%	25.0%	25.8%	27.9%	19.5%	21.3%	26%	24%
b. Percent of students in spring*	17.1%	25.3%	30.0%	27.4%	26.9%	32.9%	29.0%	22.9%	30.9%		27%	29%

* Based on eligible students

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

Library Resources	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	10-Yr. Trend	5-Yr. Trend
<i>Size of Collection:</i>												
1. Number of print volumes	37,106	33,215	33,594	33,941	34,189	34,464	34,783	32,232	32,458	32,987	-11%	-4%
2. Number of e-book vol subscribed										532,797	197%	37%
3. Number of e-book volumes owned	919	1,332	1,572	1,572	1,894	1,993	1,993	2,521	2,710	2,727		
4. Number of serials subscribed										23,632		
5. Number of Print serials										63		
6. Number of media items	<u>2,919</u>	<u>2,929</u>	<u>2,797</u>	<u>2,812</u>	<u>2,817</u>	<u>2,819</u>	<u>2,371</u>	<u>774</u>	<u>802</u>	<u>720</u>	-75%	-74%
4. Total number in collection	40,944	37,476	37,963	38,325	38,900	39,276	39,147	35,527	35,970	592,926	1348%	1410%
<i>Number Added Annually:</i>												
5. Number of print volumes	219	224	601	409	296	311	126	633	226	78	-64%	-75%
6. Number of e-book volumes	318	413	240	0	322	99	0	387	332	787		695%
7. Number of media items	<u>25</u>	<u>24</u>	<u>123</u>	<u>15</u>	<u>5</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	-100%	-100%
8. Total number added	562	661	964	424	623	413	129	1,020	558	865	54%	109%
<i>Circulation Statistics:</i>												
9. General collection transactions	1,474	1,826	1,460	1,778	1,369	1,562	1,136	517	436	858		
10. E-book transactions	3,589	3,577	3,468	11,561	25,284	15,177	13,896	710	7,245	9,336		
11. Reserve collection transactions	734	606	1,336	1,230	1,624	1,566	1,204	657	556	425		
12. Non-reserve materials used in lib	<u>3,074</u>	<u>2,581</u>	<u>2,747</u>	<u>3,767</u>	<u>3,245</u>	<u>2,743</u>	<u>2,978</u>	<u>75</u>	<u>156</u>	<u>1,755</u>		
13. Total number circulated	8,871	8,590	9,011	18,336	31,522	21,048	19,214	1,959	8,393	12,374	39%	-41%
<i>Interlibrary Loans:</i>												
14. Loaned to other libraries	15	150	125	124	58	65	0	0	0	2	-87%	-97%
15. Borrowed from other libr.	2	96	21	34	31	32	30	5	6	5	150%	-84%
16. Information Literacy sessions	12	6	8	11	6	6	31	21	20	15	25%	150%
17. # students in sessions	140	155	156	256	165	153	522	276	243	135	-4%	-12%

<i>Library Expenses:</i>												
18. Cost for personnel	60,600	95,478	94,766	98,131	93,379	94,777	90,726	64,101	66,364	84,891	40%	-10%
19. Cost for items added	19,489	15,005	24,015	31,069	38,560	42,590	49,374	51,908	29,116	50,351	158%	18%
20. Cost for other expenses	<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>	<u>8,290</u>	-47%	-4%
21. Total cost for library	95,672	116,853	123,640	137,709	139,038	146,040	148,531	126,450	105,872	143,532	50%	-2%
22. Library as % of E & G *	3.4%	3.8%	3.8%	4.0%	4.1%	4.8%	4.7%	4.0%	3.3%	4.1%	21%	-15%

* 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>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>	Fall <u>2022</u>	10-Yr. Trend	5-Yr. Trend
1. University Recruitment Trends (All Schools)												
a. Total number of applicants	237	340	328	347	299	392	377	241	368	287	21%	-27%
b. Number of applicants accepted	92	129	146	167	135	181	177	107	157	188	104%	4%
c. Number of first-time full-time enrollees	40	48	55	50	54	63	55	33	45	28	-30%	-56%
d. Number of transfer enrollees	25	21	17	18	10	17	18	9	16	12	-52%	-29%
e. Number Matriculated*	75	75	78	75	70	85	89	58	68	51	-32%	-40%
* Include Audits												
2. SUS Recruitment Trends												
a. Total number of applicants	231	330	324	333	288	377	374	239	363	275	19%	-27%
b. Number of applicants accepted	86	120	142	243	128	169	174	107	155	178	107%	5%
c. Number of first-time full-time enrollees	40	48	55	48	54	63	55	31	45	28	-30%	-56%
d. Number Matriculated	69	73	73	66	67	83	86	56	67	51	-26%	-39%
3. SPS Recruitment Trends												
a. Total number of applicants	6	10	4	14	11	15	3	2	0	3	-50%	-80%
b. Number of applicants accepted	6	10	4	14	7	12	3	2	0	3	-50%	-75%
c. Number Matriculated	5	6	2	9	3	2	3	2	0	0	-100%	-100%
4. SAT Critical Reading for Entering Freshmer [Out of 800 total possible]												
a. MACU Average Score	433	462	467	473								
b. NC Average	495	499	498	502								
c. U.S. National Average	496	497	495	494								
5. SAT Writing for Entering Freshmen [Out of 800 total possible]												
a. MACU Average Score	434	462	448	454								
b. NC Average	478	477	476	475								
c. U.S. National Average	488	487	484	482								
6. SAT Evidenced Reading/Writing for Entering Freshmen [Out of 800 total possible]												
a. MACU Average Score					585	479	522	505	525	588		
b. NC Average					546	554	554		578	573		
c. U.S. National Average					533	536	531		533	529		

7. SAT Math for Entering Freshmen	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr.	5-Yr.
[Out of 800 total possible]	<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>		Average	Average
a. MACU Average Score	478	435	470	545	472	491	513	520	488			497
b. NC Average	507	504	508	535	543	546		571	562			556
c. U.S. National Average	513	511	508	527	531	528		528	521			527
8. Fall Enrollment (School of Undergrad Studies)	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	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	140	162	185	162	180	197	172	137	127	116	-17%	-41%
b. FTE for on-campus	132.33	149.83	173.75	151	167.58	180.41	168	137	124.5	113.5	-14%	-37%
c. Credit Hours for on-campus	1872	2143	2548	2284	2493	2613	2347	1981	1701	1580	-16%	-40%
d. Headcount for online	4	7	6	6	2	4	4	2	2	6		50%
e. FTE for online	1.5	4.25	2.5	3.4	1.08	3.08	1.75	1	0.5	2.5		-19%
f. Credit Hours for online	18	52	30	44	13	37	21	15	6	30		-19%
g. Headcount for Rwanda									3	11		
h. FTE for Rwanda									1.5	11		
i. Credit Hours for Rwanda									6	132		
9. Fall Enrollment (School of Professional Studies)	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	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	4	6	5	4	1	2	1	1	0	0		-100%
b. FTE for on-campus	2.25	4.25	3.75	3.08	1	1.75	1	0.5	0	0		-100%
c. Credit Hours for on-campus	30	63	51	40	17	24	12	6	0	0		-100%
d. Headcount for online	14	24	13	20	14	9	9	9	1	0		-100%
e. FTE for online	9.58	13.33	10	14.58	9.5	6.25	5.5	4.5	1	0		-100%
f. Credit Hours for online	126	160	126	175	120	66	69	54	12	0		-100%
10. Fall Enrollment (Non-Degree Seeking)						Fall	Fall	Fall	Fall			
						<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>			
a. Headcount for non-dual enrollment							2	1	0			
b. Headcount for dual enrollment							11	13	10	9		
c. Credit Hours for dual-enrollment							78	68	41	52		
d. Headcount for audit only							2	0	0	1		
11. Spring Enrollment (School of Undergrad Studies)	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	10-Yr.	5-Yr.
	<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>	<u>2023</u>	Trend	Trend
a. Headcount for on-campus	127	149	155	145	171	158	152	129	114	104	-18%	-34%
b. FTE for on-campus	115.67	140.42	146.42	134	156.67	146.75	149	125	111	102	-12%	-30%
c. Credit Hours for on-campus	1642	1989	2166	2007	2280	2064	2057	1737	1536	1430	-13%	-31%
d. Headcount for online	12	7	2	2	4	7	2	1	3	7		0%
e. FTE for online	7.58	5	1	1.25	1	4.5	1.5	0.25	1.5	3		-33%
f. Credit Hours for online	91	60	12	18	12	57	18	3	18	39		-32%
g. Headcount for Rwanda									13	29		
h. FTE for Rwanda									8	21		
i. Credit Hours for Rwanda									94	249		

12. Spring Enrollment (School of Professional Studi	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>	Spring <u>2023</u>	10-Yr. Trend	5-Yr. Trend
a. Headcount for on-campus	4	5	6	2	2	1	2	0	0	0		-100%
b. FTE for on-campus	3	4	6	2	2	1	2	0	0	0		-100%
c. Credit Hours for on-campus	33	51	83	27	37	15	33	0	0	0		-100%
d. Headcount for online	15	23	17	12	19	6	9	4	1	0		-100%
e. FTE for online	11	16	11	8	12	4	5	2	0.75	0		-100%
f. Credit Hours for online	131	187	131	99	156	48	60	25	9	0		-100%
13. Spring Enrollment (Non-Degree Seeking)							Spring <u>2020</u>	Spring <u>2021</u>	Spring <u>2022</u>	Spring <u>2023</u>		
a. Headcount for non-dual enrollment							0	0	0	0		
b. Headcount for dual enrollment							4	4	6	8		
c. Credit Hours for dual-enrollment							18	21	22	34		
d. Headcount for audit only							5	0	0	3		
12. Total Annual Enrollment [includes auditors]	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>	2022 <u>2023</u>	10-Yr. Trend	5-Year Trend
a. Fall headcount	165	199	209	192	197	212	199	164	144	143	-13%	-33%
b. Spring headcount	158	184	180	161	196	172	174	138	137	151	-4%	-12%
c. Total (unduplicated)	183	222	228	205	214	218	207	181	168	167		
13. Total Annual FTE Enrollment	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>	2022 <u>2023</u>	10-Yr. Trend	5-Year Trend
a. Fall FTE	145.7	171.67	190	172	179.17	191.49	182.75	148	132	131	-10%	-32%
b. Spring FTE	136.67	165	164	145.5	171.9	156.25	159	129	123	129	-6%	-17%
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>	Fall <u>2022</u>		
		3723	3815	3901	3983	4100	4191	4257	4336	4406		
15. Provisional Admissions	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>	Fall <u>2022</u>	10-Yr. Average	5-Year Average
a. # / % Entered as Provisional	20 / 32%	10 / 13%	23 / 29%	11 / 15%	5 / 8%	18 / 22%	8 / 9%	6 / 10%	10 / 14%	2 / 4%	16%	12%
b. # / % Eligible to continue after 1st Semester	13 / 65%	8 / 80%	17 / 74%	6 / 55%	2 / 40%	4 / 22%	3 / 38%	3 / 50%	4 / 40%	1 / 50%	51%	40%
c. # / % Enrolled 2nd Semester	11 / 55%	5 / 50%	18 / 78%	4 / 36%	2 / 40%	3 / 17%	3 / 38%	3 / 50%	4 / 40%	1 / 50%	45%	39%
d. # / % Eligible to continue after 2nd Semeste	11 / 55%											
e. # / % Enrolled 3rd Semester	7 / 35%	5 / 50%	12 / 52%	3 / 27%	2 / 40%	0 / 0%	1 / 13%	2 / 33%	4 / 40%			
f. # who graduated	2	2	6	1	2	0	0					
16. Retention Trends (First time, full-time, 4-yr	2012-->13	2013-->14	2014-->15	2015-->16	2016-->17	2017-->18	2018-->19	2019-->20	2020-->21	2021-->22	10-Yr. Average	5-Year Average
a. MACU Freshman to Sophomore	54%	58%	74%	60%	63%	65%	40%	46%	37%	53%	55%	48%
b. Christian Church/Church of Christ Schools' Average	67%	64%	67%	62%	69%	64%	67%	71%	58%			
17. Graduation Trends* Cohort for students entering	<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>	<u>2016</u>	10-Yr. Average	5-Year Average
a. MACU Graduation Rates	59%	36%	38%	38%	25%	28%	32%	38%	44%	43%	38%	37%
b. Christian Church/Church of Christ Schools' A	42%	42%	43%	44%	42%	48%	45%	40%	46%			

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):						Over the last 5 years:	
(italics = not regionally accred.)	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	386	399	409	415	415	29	7.51%
<i>Central Christian College of the Bible</i>	300	300	300	275	275	-25	-8.33%
<i>Dallas Christian College</i>	557	557	568	568	568	11	1.97%
Great Lakes Christian College	495	525	525	525	525	30	6.06%
Hope International University	1,395	1,465	1465	1500	1500	105	7.53%
Johnson University	435	470	500	500	560	125	28.74%
Johnson University Florida	435	470	500	530	560	125	28.74%
Kentucky Christian University	605	625	640	655	685	80	13.22%
Lincoln Christian University	434	440	453	466	484	50	11.52%
Manhattan Christian College	622	640	665	681	695	73	11.74%
Mid-Atlantic Christian University	440	450	465	485	485	45	10.23%
<i>Mid-South Christian College</i>			200	240	300		
Milligan College (1-5 hrs)	870	905	930	950	965	95	10.92%
Ozark Christian College	370	390	410	422	443	73	19.73%
Point University	650	650	650	650	650	0	0.00%
<i>St. Louis Christian College</i>	360	370	405	415	415	55	15.28%
William Jessup University	<u>1,260</u>	<u>1,390</u>	1440	1520	1520	<u>260</u>	<u>20.63%</u>
Average for all 17 schools	601	628	619	635	650	71	11.59%
Average for 12 regionally accredited:	668	754	720	740	756	88	13.24%
Median for all 16 schools			500	525	560		

Price of Attendance, Full-time, First-time [living on campus] (as reported in IPEDS):						Over the last 5 years:	
(italics = not regionally accred.)	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	26,380	23,818	24,258	24,608	25800	-580	-2.20%
<i>Central Christian College of the Bible</i>	24,033	24,043	24,753	20,790	21860	-2,173	-9.04%
<i>Dallas Christian College</i>	33,844	33,844	34,106	34,106	34356	512	1.51%
Great Lakes Christian College	25,772	27,742	27,742	27,555	27555	1,783	6.92%
Hope International University	46,824	49,047	49,237	49,513	52054	5,230	11.17%
Johnson University	25,048	27,062	27,486	29,862	30826	5,778	23.07%
Johnson University Florida	22,848	26,718	27,890	28,810	30266	7,418	32.47%
Kentucky Christian University	33,304	33,424	35,176	36,200	37314	4,010	12.04%
Lincoln Christian University	26,137	26,581	27,505	28,121	28763	2,626	10.05%
Manhattan Christian College	29,196	30,352	31,122	31,750	32355	3,159	10.82%
Mid-Atlantic Christian University	29,230	30,450	30,960	32,240	32240	3,010	10.30%
<i>Mid-South Christian College</i>			17,488	17,726	20492		
Milligan College	42,420	43,802	47,140	48,128	48858	6,438	15.18%
Ozark Christian College	22,448	22,178	23,078	23,694	24604	2,156	9.60%
Point University	30,500	30,500	34,185	33,850	33850	3,350	10.98%
<i>St. Louis Christian College</i>	20,510	20,910	24,180	23,990	24350	3,840	18.72%
William Jessup University	<u>46,594</u>	<u>49,747</u>	<u>52,338</u>	<u>53,173</u>	<u>53472</u>	<u>6,878</u>	<u>14.76%</u>
Average for all 17 schools	30,318	31,264	31,685	32,007	32,883	3,340	11.02%
Average for 12 regionally accredited:	31,693	33,156	34,488	35,241	36,013	2,857	8.62%
Median for all 16 schools	27,788	29,047	27,890	29,862	30,826		

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

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

3. ETS Proficiency Profile

	2019	2020	2021	2022
a. Graduating Associate Degree Students % of MACU students who tested above the national mean - writing	100%	COVID	0%	na
% of MACU students who tested above the national mean - critical thinking	67%	COVID	0%	na
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%	50%

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

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	10-Yr. Average	5-Year Average
1. Faculty of Sufficient Size												
a. Student:Faculty Ratio	12.1	12.0	12.0	10.7	10.2	9.5	9.2	8.1	7.3	9.0	10.01	8.62
b. Faculty Composition												
Faculty (FTE)	14.08	16.3	18.8	18.4	19.4	20	20.5	18.25	19.33	19.6	18.47	19.54
Percent who are part-time (head count)	78%	74%	74%	72%	70%	69%	65%	63%	61%	64%	69%	64%
2. Faculty of Diversity*												
a. % female full-time faculty	12.5%	12.5%	20.0%	27.2%	25.0%	28.6%	23.0%	23.0%	21.4%	23.0%	22%	24%
b. % FT with doctorates	75.0%	75.0%	70.0%	63.6%	75.0%	71.0%	69.2%	69.2%	71.4%	69.2%	71%	70%
c. % FT in doctoral programs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	7.7%	7.1%	7.6%		
d. % of minorities	5.5%	9.6%	10.5%	10.8%	10.8%	7.7%	7.7%	8.5%	11.1%	6.0%	8.8%	8%

*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>2018</u>	Class <u>2019</u>	Class <u>2020</u>	Class <u>2021</u>	Class <u>2022</u>
a. Engaged in Christian Service	94%	93%	69%	75%	
b. Volunteer work in the community or church	100%	54%	47%	50%	
c. MACU prepare you for serving in churches/community?	95%	86%	100%	100%	
d. My major positively contributing to current work situation.	90%	91%	100%	100%	
e. Did your MACU education prepare you adequately for further educational goals?	75%	75%	100%	100%	
f. If you had to do it over, would you attend MACU?	83%	N/A	88%	75%	

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 Characteristi	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr.	5-Yr.
<i>All College Students:</i>	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Average	Average
a. Percent who are part-time	20%	24%	14%	15%	13%	14%	15%	17%	13%	14%	16%	15%
b. Percent who are women	52%	60%	57%	55%	54%	44%	39%	37%	37%	32%	47%	38%
c. Percent who are non Rest.Mvi	53%	60%	62%	55%	50%	50%	54%	50%	64%	64%	56%	56%
d. Percent who are internationals	0%	2%	1%	2%	2%	2%	2%	2%	3%	8%	3%	3%
e. Percent who are U.S. minoritic	30%	33%	27%	31%	29%	40%	35%	35%	43%	38%	34%	38%
f. Percent who are married	18%	21%	16%	15%	12%	9%	7%	6%	5%	11%	12%	8%
<i>New College Students:*</i>												
g. Family member attended MAC	13%	10%	10%	4%	17%	9%	6%	11%	12%	8%	10%	9%
h. Family member in paid ministr	13%	19%	27%	27%	19%	14%	14%	23%	24%	4%	18%	16%
i. One parent household	30%	20%	22%	25%	30%	35%	32%	32%	41%	16%	28%	31%
k. Plan to graduate from MACU	90%	92%	79%	82%	92%	88%	84%	88%	92%	72%	86%	85%
l. Home church under 100	33%	45%	45%	32%	42%	41%	31%	28%	37%	40%	37%	35%
m. Home church 101-249	29%	16%	19%	30%	26%	28%	21%	28%	35%	32%	26%	29%
n. Home church 250-499	22%	20%	24%	15%	19%	6%	15%	14%	8%	16%	16%	12%
o. Home church 500-999	7%	10%	2%	2%	6%	9%	10%	9%	10%	8%	7%	9%
p. Home church 1000-4999	7%	8%	2%	8%	6%	2%	9%	2%	6%	0%	5%	4%
q. Home church 5000+	2%	0%	5%	4%	0%	4%	1%	0%	0%	0%	2%	1%
r. I have no home church						11%	12%	19%	4%	4%		10%
s. From small town/rural area	67%	54%	74%	62%	64%	64%	59%	67%	61%	76%		65%
t. From larger town (10-100,000)	13%	24%	19%	13%	21%	13%	21%	7%	20%	8%		14%
u. From suburb of large city	13%	7%	5%	8%	6%	9%	4%	5%	10%	8%		7%
v. From large city (100,000+)	7%	4%	3%	12%	9%	15%	9%	14%	8%	8%		11%
w. From major city (1 million +)	0%	4%	2%	10%	0%	2%	10%	7%	2%	0%		4%
x. Other colleges considered:												
State university	54%	56%	47%	62%	58%	65%	61%	41%	60%	65%	57%	58%
Another Christian college	65%	54%	56%	52%	52%	47%	41%	65%	36%	32%	50%	44%
Community college	52%	48%	54%	43%	54%	50%	49%	55%	54%	61%	52%	54%
Another private college	43%	46%	37%	33%	52%	41%	61%	44%	43%	50%	45%	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	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr. Average	5-Yr. Average
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		
a. P.A. Presley Hall % occupiec	68.7	70.1	82	52.9	52.3	49.2	35.2		67.5	17		51%
b. H.C. Turner Hall % occupiec	0	0	11.3	64.6	50	69.8	83		14.7	70		54%
c. Percent of Students in Dorm	55%	47%	57%	60%	59%	63%	64%	73%	64%	58%	60%	64%

2. Spiritual Life (From Graduating Senior Evaluations, SUS; where 5 = highest)	Class	Class	Class	Class	Class
	2018	2019	2020	2021	2022
a. Discipleship Groups contributed positively to my spiritual development	3.42	3.57	3.76	3.04	3.13
b. Chapel contributed positively to my spiritual development	3.78	3.66	3.39	3.33	2.6

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 2022, with these summary results.

1. Academic Advising	(Scale 1-7)	Satisfaction	SE Region 4-year privates satisf	2021	Prior Years		
					2018	2016	2013
My academic advisor is approachable		5.62	6.02	6.28	6.26	6.15	6.31
My academic advisor is concerned about my success as an individual		5.69	5.88	5.95	6.08	6.04	6.30
My academic advisor helps me set goals		5.18	5.48	5.19	5.51	5.28	6.39
2. Campus Climate							
Most students feel a sense of belonging here		4.73	5.21	4.87	5.35	5.56	6.19
Campus staff are caring and helpful		5.43	5.73	5.85	6.09	6.27	6.31
Faculty care about me as an individual		5.49	5.66	5.76	6.10	6.13	6.44
Campus is safe and secure for all students		4.95	5.69	5.46	4.93	5.72	5.95
Administrators are approachable to students		5.48	5.49	5.72	5.74	5.88	6.08
Intercollegiate athletic programs contribute to strong sense of school spirit		5.03	4.99	5.2	4.87		
It is an enjoyable experience to be a student on this campus		4.46	5.48	4.94	5.15	5.72	6.12
I feel a sense of pride about my campus		4.35	5.37	4.97	5.27	5.65	6.07
There is a commitment to academic excellence on this campus		5.24	5.83	5.48	5.48	5.94	6.25
Students are made to feel welcome on this campus		4.95	5.70	5.42	5.71		
I seldom get the "run-around" when seeking information on this campus		4.68	5.15	5.05	5.16	5.74	6.18
This institution shows concern for students as individuals		5.19	5.44	5.48	5.89	6.08	6.59
There is a strong commitment to racial harmony on this campus		4.94	5.62	5.25	5.33	5.27	5.73
Tuition paid is a worthwhile investment		4.76	5.05	5.31	5.20	5.40	6.20
Channels for expressing student complaints are readily available		4.22	4.92	5.07	4.75	5.18	6.02
3. Campus Life							
A variety of intramural activities are offered		5.15	5.46	4.89	4.53	5.11	5.56
Living conditions in the residence halls are comfortable		4.55	4.76	4.85	4.85	5.35	5.81
Residence hall staff are concerned about me as an individual		5.03	5.35	5.22	5.30	5.72	6.23
There is an adequate selection of food available in the cafeteria		4.38	4.39	4.07	3.37	3.27	5.36
Residence hall regulations are reasonable		4.32	5.06	4.73	4.67	5.42	6.04
The student handbook provides helpful information about campus life		4.79	5.56	5.63	5.37	5.73	6.27

4. Campus Support Services

Financial aid counselors are helpful	6.05	5.39	6.24	5.41		
Library staff are helpful and approachable	5.95	5.94	6.02	5.82	5.80	5.99
Library resources and services are adequate	5.83	5.91	5.77	5.55	5.74	6.13
Counseling staff care about students as individuals	4.91	5.66	5.88	5.67		
Tutoring services are readily available	5.39	5.88	5.43	5.76	6.00	6.46

Summary Items

a. So far, how has your college experience met your expectations?	3.98	4.64	4.34	4.63	5.15	5.43
Much worse than expected	4%	2%	1%	1%	2%	1%
Quite a bit worse than I expected	8%	3%	2%	4%	0%	2%
Worse than I expected	22%	12%	16%	11%	7%	6%
About what I expected	28%	29%	43%	32%	22%	20%
Better than I expected	22%	23%	17%	20%	28%	17%
Quite a bit better than I expected	11%	13%	10%	17%	14%	15%
Much better than expected	2%	14%	7%	11%	23%	36%
b. Rate your overall satisfaction with your experience here thus far?	4.38	5.26	4.73	5.30	5.67	5.98
Not satisfied at all	0%	2%	0%	1%	1%	1%
Not very satisfied	13%	4%	6%	3%	2%	2%
Somewhat dissatisfied	22%	8%	15%	4%	3%	2%
Neutral	13%	11%	28%	12%	10%	5%
Somewhat satisfied	20%	17%	10%	22%	14%	13%
Satisfied	26%	34%	28%	37%	40%	30%
Very satisfied	4%	20%	10%	17%	27%	45%
c. All in all, if you had to do it over, would you enroll here again?	4.6	5.29	5.08	5.14	5.76	6.04
Definitely not	6%	4%	1%	4%	0%	1%
Probably not	17%	7%	10%	8%	5%	2%
Maybe not	11%	6%	6%	6%	5%	3%
I don't know	6%	10%	15%	15%	7%	11%
Maybe yes	11%	12%	18%	7%	12%	5%
Probably yes	24%	26%	24%	26%	23%	16%
Definitely yes	22%	32%	24%	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>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Endowments/Investments	3,318	3,502	3,449	4,089	3,809
Change in Net Assets	6%	5%	-2%	19%	-7%

**5-Year
Trend**

15%
4.2%

2. Debt Trends

[in thousands of dollars]

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Operating Debt	0	0	0	0	0
Capital Debt	1,329	1,577	1,082	1,164	1,117
Total Debt:	1,329	1,577	1,082	1,164	1,117
Interest Paid on Total Debt	77.0	71.0	70.4	50.5	34.8
Principal on Total Debt	349.5	52	654.6	968	89
Principal and Interest on Debt	426.5	123.0	725.0	1018.5	123.8
P & I Debt as % of Oper. Exp.	10.26%	2.83%	16.62%	24.21%	2.66%
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

-16%
-16%

-55%
-75%
-71%
-74%

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

1. Annual Revenues (from audit; in thousands)

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Operating Revenues:					
Gross Tuition and Fees	2,235.5	2,363.7	2,322.4	1,972.9	1,944.0
Less Donor-Funded Aid	67.3	86.0	93.1	107.0	102.6
Less Institutional Aid	856.8	788.9	779.6	759.4	859.8
Less Donor and Inst. Aid	924.1	874.9	872.7	866.4	962.4
Net Tuition and Fees	1,311.4	1,488.8	1,449.7	1,106.5	981.6
Private Gifts	1,295.2	1,203.7	1,381.4	1,290.2	1,076.7
Investment Income	7.1	1.0	-2.2	114.0	23.2
Auxiliary Services	1,142.0	1,184.8	1,199.1	1,049.8	1,095.9
COVID & Heritage Hall Insurance	0.0	0.0	598.5	2,869.6	1,423.1
Other Income	62.9	48.3	201.3	40.8	56.3
Total Operating Revenues:	3,818.6	3,926.6	4,827.8	6,470.9	4,656.8
Non Operating Revenues:					
Other	132.3	182.4	75.0	94.0	1,120.9
Total Revenues:	3,950.9	4,109.0	4,902.8	6,564.9	5,777.7

**5-Year
Trend**

-13%
52%
0%
4%
-25%
-17%
227%
-4%
-10%
22%
46%

2. Annual Expenses (from audit; in thousands)

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Educational and General					
Instruction	969.5	1,008.9	1,075.5	987.7	1,055.8
Academic Support/Library	385.0	374.8	326.9	385.0	402.4
Student Services	823.3	789.1	839.0	786.9	991.4
Institutional Support	880.1	997.3	922.3	966.9	1,009.2
Total Educational and Gen.	3,057.9	3,170.1	3,163.7	3,126.5	3,458.8
Auxiliary Operations	1,100.1	1,183.7	1,197.3	1,080.5	1,188.2
Total Operating Expenses	4,158.0	4,353.8	4,361.0	4,207.0	4,647.0
Non Operating Expense	0.0	0.0	0.0	0.0	0.0
Total Operating and Non Operating Expenses:	4,158.0	4,353.8	4,361.0	4,207.0	4,647.0
Total Expenses per FTE**	23.7	25.1	25.5	30.4	36.4

5-Year Trend
9%
5%
20%
15%
13%
8%
12%

** FTE is average fulltime enrollment for the year

Change in Net Assets (Rev. - Exp.)	-207.1	-244.8	541.8	2,357.9	1,130.7
[Includes non-operating activities]					

3. Financial Ratios

[from US Dept. of Education]

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
1. Financial Strength Ratio	1.60	2.00	2.80	3.00	3.00
[composite ranges from -1 to +3]					
[one measure of overall health]					
2. Primary Reserve Ratio	11.8%	21.5%	22.7%	87.5%	38.3%
(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	75.9%	70.9%	78.5%	86.9%	85.9%
(Net Assets/Total Assets)					
[Capital Resources ability to borrow & financial viability]					
[Maximum applicable to Financial Strength Ratio: 30%]					
4. Net Income Ratio	-5.2%	-9.5%	11.1%	36.9%	21.0%
(Change in Unr.Net Assets/Unr.Revenue)					
[ability to operate within the schools means]					
[Maximum application to Financial Strength Ratio 40%]					

[from other Sources]

5. Return on Net Assets Ratio	-4.3%	-3.5%	11.5%	72.0%	7.8%
(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	10.80%	2.99%	14.79%	15.51%	2.14%
(Principal & Interest/Total Unrestricted Revenue)					
[the proportion of an institution's assets that are financed by debt]					

7. Acid Test Ratio	7.3	8.6	13.4	38.4	14.3
(Cash, Rcvbils., Mrkt.Sec./Current Liab'l's)					
8. Current Liab. to Net Assets	1.7%	2.2%	1.7%	2.2%	5.1%
(Current Liab./Net Assets)					
9. Total Liab. to Net Assets	31.7%	41.0%	27.4%	14.0%	16.4%
(Total Liabilities/Net Assets)					
10. Operating Revenue Ratio	31.5%	34.2%	33.2%	26.3%	21.1%
(Net Tuition & Fees/Total Op. Exp.)					
11. Private Gifts Ratio	31.1%	27.6%	31.7%	30.7%	23.2%
(All Private Gifts/Total Op. Exp.)					
12. Investment Income Ratio	0.2%	0.0%	-0.1%	2.7%	0.5%
(Investment Income/Total Op. Exp.)					
13. Aux. Services Income Ratio	27.5%	27.2%	27.5%	25.0%	23.6%
(Auxiliary Income/Total Op. Exp.)					
14. Tuition Discount Ratio	41.3%	37.0%	37.6%	43.9%	49.5%
(Total Institutional Financial Aid/Gross Tuition & Fees)					
15. Unfunded Discount Ratio	38.0%	38.0%	38.2%	38.5%	44.2%
(Total Unfunded Institutional Aid/Gross Tuition & Fees)					
16. Net Tuition/FTE** (thousands)	\$7.472	\$8.566	\$8.483	\$7.989	\$7.699
Percentage of Gen & Ed Rev.	47%	51%	39%	20%	21%
17. Private Gifts/FTE**	\$7.380	\$6.926	\$8.083	\$9.316	\$8.445
Percentage of Gen & Ed Rev.	46%	41%	37%	23%	23%
18. General & Educational Revenue/FTE	\$16.005	\$16.825	\$21.672	\$39.820	\$36.720
19. Auxiliary Revenue/FTE**	\$6.507	\$6.817	\$7.016	\$7.580	\$8.595
Percentage of Total Revenue	29%	29%	24%	16%	19%
20. Total Revenue per FTE**	\$22.512	\$23.642	\$28.688	\$47.400	\$45.315
21. Instruction Allocation Ratio	23.3%	23.2%	24.7%	23.5%	22.7%
(Instructional Exp./Total Op. Exp.)					
22. Acad. Support Alloc. Ratio	9.3%	8.6%	7.5%	9.2%	8.7%
(Academic Supp. Exp./Total Op. Exp.)					
23. Student Services All. Ratio	19.8%	18.1%	19.2%	18.7%	21.3%
(Student Serv. Exp./Total Op. Exp.)					
24. Instit. Support Alloc. Ratio	21.2%	22.9%	21.1%	23.0%	21.7%
(Inst. Supp. Exp./Total Op. Exp.)					
25. Aux. Ent. Allocation Ratio	26.5%	27.2%	27.5%	25.7%	25.6%
(Aux. Exp./Ttl.Op. Exp.)					
26. Debt Service to Oper. Expenses	10.3%	2.8%	16.6%	24.2%	2.7%
[= % 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>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	5-Year Trend
Gross Tuition Revenue	2,235.6	2,363.7	2,322.4	1,972.9	1,944.0	-13%
Less Institutional Aid	856.8	788.9	779.6	759.4	859.8	0%
Net Tuition Revenue	1,378.8	1,574.8	1,542.8	1,213.5	1,084.2	-21%
Direct Instructional Costs *	969.5	1,008.9	1,075.5	987.7	1,055.8	9%
Academic Support Costs **	385.0	374.7	326.9	385.0	402.4	5%
Total Direct Costs	1,354.5	1,383.6	1,402.4	1,372.7	1,458.2	8%
Net Gain (Loss)	24.3	191.2	140.4	-159.2	-374.0	-1639%

* 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>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	5-Year Trend
Salaries (all employees)	1,710.2	2,131.2	2,260.7	2,293.7	2,303.9	35%
Sal./Ben. as % of All Exp.	41%	49%	52%	55%	50%	21%

2. Student Financial Aid

	<u>2013-14</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	10-Year Trend	5-Year Trend
a. Federal Grants	539,150	535,772	545,532	504,647	466,208	382,830	-29%	-29%
b. State Grants	374,924	434,650	403,815	406,510	384,030	347,120	na	-20%
c. Institutional Grants/Waivers	361,728	841,249	801,268	829,827	662,211	608,783	68%	-28%
d. Scholarships External	18,156	27,250	28,183	54,115	78,239	141,970	87%	421%
e. Federal Work Study Funds	7,417	8,981	8,988	13,229	10,118	10,856	100%	21%
f. Loans	1,208,515	1,124,156	1,264,495	1,139,641	865,868	840,099	-30%	-25%
g. Total \$ of Aid	2,509,890	2,972,058	3,052,281	2,947,969	2,466,674	2,331,658	-7%	-22%
h. Fed./St. Grants as % of Aid	36%	31%	31%	31%	34%	31%	-14%	1%
i. Inst.Grants/Waivers % Aid	15%	29%	27%	29%	27%	27%	81%	-7%
j. Loans as % of Aid	48%	38%	41%	39%	35%	36%	-25%	-5%
k. MACU Default Rate (3yr)	17.3%	1.5%	na	na	na	na		
l. National Default Rate (3yr)	7.3%	na	na	na	na	na		

3. Financial Aid: Borrowing Trends

	<u>2013-14</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	10-Year Trend	5-Year Trend
a. Loans as % of all aid	48%	38%	41%	39%	35%	36%	-25%	-5%
b. Percent of students w/ loans	78%	68%	69%	75%	74%	75%	-4%	10%
c. Amount of avg. loan	7,506	4,148	7,805	8,140	7,110	6,816	-9%	64%
d. Annual educational costs *	25,090	28,030	28,800	28,800	31,040	31,040	24%	11%
e. Avg. loan as % of annual costs	30%	15%	27%	28%	23%	22%	-27%	48%
f. % of grads leaving w/ loans	92%	72%	78%	84%	82%	76%	-17%	6%
g. Avg. loan at graduation	27,860	20,971	22,894	25,087	23,485	27,222	-2%	30%

* 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

	<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>	<u>2021-22</u>
a. Number of donor churches	199	199	185	179	178	185	179	150	151	149
b. Number of business donors	61	49	54	46	46	46	46	24	32	35
c. Number of alumni donors		295	299	296	283	244	261	272	270	272
* Subset - Number of graduate donors	229	211	231	224	175	181	171	203	172	175
d. Number of other individual donors	514	361	366	282	201	199	188	186	185	187
e. Number of estate gifts	2	3	2	6	3	3	5	1	1	0
f. Percent of repeat donors from previous year	83.7%	69.7%	65.8%	62.0%	83.0%	62.7%	72.0%	61.0%	62.0%	51.0%
g. Number of new donors to the University	115	103	143	92	77	69	66	44	50	47
h. Number of undergraduate graduates	1,222	1,238	1,259	1,290	1,315	1,343	1,376	1,410	1,451	1,463
i. Number of undergraduate graduates solicited	1,113	1,072	1,086	1,075	1,045	1,093	1,126	1,160	1,131	1,142
j. Number of undergraduate graduates who donated	229	211	231	224	175	181	171	203	191	180

10-year Trend	5-Year Trend
-25%	-19%
-43%	-24%
-24%	-3%
-64%	-6%

2. Gift Income by Donor Amounts

[Restricted & Unrestricted]

	<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>	<u>2021-22</u>
a. Churches	478,132	596,285	421,785	402,837	406,583	349,330	413,468	345,285	381,281	351,275
b. Business/Org./Foundation	143,540	402,867	364,253	355,904	223,247	365,151	176,710	151,708	189,708	165,785
c. Alumni		243,338	289,727	311,924	296,978	232,225	261,388	265,859	215,079	200,113
* Sub-set Graduates	315,458	160,104	234,193	251,774	284,683	156,143	243,500	213,354	209,519	183,117
d. Other Individuals	1,599,296	330,599	290,475	437,896	491,234	404,375	504,888	300,577	314,305	312,757
e. Sub-Total:	2,536,426	1,573,089	1,366,240	1,508,561	1,389,192	1,397,265	1,356,454	1,063,429	1,100,373	1,029,930
f. Estates	223,176	708,745	12,755	84,637	50,570	51,213	63,388	400,000	141,332	0
g. Total Given	2,759,602	2,281,834	1,378,995	1,593,198	1,439,762	1,448,478	1,419,842	1,463,429	1,241,705	1,029,930
h. % of total given by Alumni		11%	21%	20%	21%	16%	18%	18%	17%	19%
i. % of total given by Graduates	11.43%	7.02%	16.98%	15.80%	19.77%	10.78%	17.15%	14.58%	16.87%	17.78%

10-Year Trend	5-Year Trend
-27%	1%
15%	-55%
-42%	17%
-80%	-23%
-59%	-29%

3. Median Gift amounts

	<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>	<u>2021-22</u>
a. Per single gift									
of all giving	\$100	\$100	\$75	\$75	\$75	\$75	\$75	\$75	\$75
individual	\$65	\$100	\$75	\$75	\$75	\$75	\$75	\$75	\$75
church	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
organization	\$1,000	\$120	\$200	\$175	\$175	\$175	\$175	\$175	\$175
b. Per total giving of year									
of all giving	\$308	\$300	\$340	\$350	\$300	\$325	\$350	\$350	\$350
individual	\$110	\$100	\$200	\$150	\$150	\$150	\$150	\$150	\$150
church	\$1,200	\$1,000	\$1,275	\$1,200	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
organization	\$500	\$550	\$500	\$500	\$500	\$500	\$500	\$500	\$500

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

	<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>	<u>2021-22</u>	10-Year Average	5-Year Average
Actual Expenses (Dept. 43)	269,776	220,116	258,484	251,588	263,708	203,362	241,709	205,813	199,481	208,638		
Income*	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	1,076,719		
	0.11	0.10	0.21	0.18	0.20	0.16	0.21	0.19	0.15	0.19		0.18
Foundation												
Actual Expenses (Dept. 39)	68,268	51,710	35,663	34,546	33,092	18,222	20,025	1,850	0	0		
Actual Expenses (Foundation)*	21,846	26,896	29,950	29,375	33,152	31,500	35,402	20,310	305	4,020		
SUB	90,114	78,606	65,613	63,921	66,244	49,722	55,427	22,160	305	4,020		
Income	320,686	134,543	131,358	301,348	139,932	150,284	86,626	41,594	927,420	-173,431		
	0.28	0.58	0.50	0.21	0.47	0.33	0.64	0.53	0.00	-0.02		0.30
Combined Expenses	359,890	298,721	324,096	315,509	329,952	253,084	297,136	227,973	199,786	212,658		
Income	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	903,288		
	0.13	0.13	0.24	0.19	0.23	0.18	0.24	0.21	0.09	0.24	0.19	0.19

5. Mid-Atlantic Society

	<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>	<u>2021-22</u>	10-Year Average	5-Year Average
a. # who qualify	292	300	292	274	172	249	274	228	230	235	250	243
b. Total amount given	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	1,092,315	1,223,276	1,154,428
c. % of sub-total given	98.84%	87.89%	85.64%	104.55%	79.73%	80.60%	84.12%	116.98%	106.20%	106.06%	94.64%	98.79%
d. % of total # of donors	29.11%	33.19%	32.30%	34.12%	24.29%	36.94%	40.65%	36.08%	36.05%	36.55%	34.46%	37.25%

6. Expectancies

	<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>	<u>2021-22</u>
	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	9,447,627