



MID-ATLANTIC
CHRISTIAN UNIVERSITY

Fact Book 2016-2017

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	
a. Participated in at least one international mission trip	23.1%	25.8%	55.6%	38.8%	23.3%	(Graduating Student Profile)
b. Participated in at least one cross-cultural trip w/in tr	32.0%	19.4%	33.3%	11.1%	26.7%	(Graduating Student Profile)

2. Church-related Ministry

a. Engaged in church-related ministry in past 2 yrs	73.1%	74.2%	77.7%	41.2%	68.0%	(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	Spring <u>2007</u>	Spring <u>2008</u>
<i>Certificates</i>		
in Church Leadership	1	1
in TESOL	0	0
Total # of Certificates:	1	1
<i>Associates</i>		
in Bible	8	4
in Deaf Studies	na	na
in Early Childhood	3	2
Total # of Associates:	11	6
<i>Bachelor of Arts</i>		
in Christian Education	1	0
in Counseling	1	2
in Cross-Cultural	2	0
in Elementary Education	1	0
in Preaching	3	1
in Youth Ministry	1	0
in Worship and Music	0	1
Total # of B.A. Degrees:	9	3
<i>Bachelor of Science</i>		
in Christian Education	1	0
in Counseling	10	6
in Cross-Cultural	6	2
in Elementary Education	3	1
in Non-Profit Leadership	4	2
in Preaching	2	3
in Youth Ministry	7	2
in Worship and Music	1	1
Total # of B.S. Degrees:	34	17

In Fall 2009 academic programs underwent a major restructure. Therefore this chart discontinues with Spring 2008 and a new

2. Graduate Trends

Class 2009 Class 2010 Class 2011 Class 2012 Class 2013 Class 2014 Class 2015 Class 2016 **10-Yr. Trend** **5-Yr. Trend**

School of Undergraduate Studies

A. Certificates														
TESOL											1			
Family Life Education					3	2	3	1	1	6				
Total # of Certificates					3	2	3	1	2	6				

B. Associates														
AA: Biblical Studies				7	1	4	4	1	3	4	4			
AAS: Early Childhood				3	1	1	1							
Total # of Associate Degrees				10	2	5	5	1	3	4	4			

C. Bachelor of Arts														
Applied Linguistics					1	1	2		1					
Biblical Exposition				2	1	2	4	3	1	5				
Biblical Studies					1	1	2		1	1				
Counseling and Psychology										1				
Cross-Cultural Ministry						1	1		1	1				
Entrepreneurial Leadership											2			
General Ministry											2			
Preaching					1		1	1						
Youth and Family Ministry						1	2	2		2				
Total # of BA Majors				2	4	6	12	6	4	12	0			

D. Bachelor of Science														
Biblical Exposition				9	7	9	11	10	15	2	7			
Biblical Studies				10	4	7	7	12	5	4	15			
Counseling and Psychology						2	2	6	3	2	10			
Cross-Cultural Ministry							2	1	2					
Elementary Education						2		5			2			
Entrepreneurial Leadership				5	4	3	5			1	3			
General Ministry							1	1	3	1	1			
Preaching						2	3	2						
Youth and Family Ministry				1	1	4	4	3	4	1	6			
Total # of BS Majors				25	16	29	35	40	32	11	44			
Total Majors				27	20	35	47	46	36	23	44			

MINORS

Christian Education						1								
Counseling				5	3	5	3	1	1	1	1			
Cross-Cultural Ministry				1		1	1	2						
Elementary Education					3									
Family Studies						1				1				
Military Science (ROTC)								1						
Nonprofit Administration								1						
Preaching				2	1	1	1	1	1					
Professional Education				1										
Youth Ministry				4	1									
Worship and Music					1	2	2	3			2			
Total # of minors				13	9	11	7	9	2	2	3			

E. Bachelor of Theology														
				1		2								

School of Professional Studies

A. Associates

AA: Biblical Studies															
Total # of Associate Degrees															

B. Bachelor of Science

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

3. Total Students Graduated

end of:	Aug	Aug	Aug
	<u>2014</u>	<u>2015</u>	<u>2016</u>
	1240	1259	1290

4. Placement Trends for Graduates*

	# Grads 1990-2015	% of Known
Preaching Ministry	48	15.8%
Associate Ministry	13	4.3%
Youth Ministry	17	5.6%
Children's/Family Ministry	4	1.3%
Music/Worship Ministry	2	0.7%
Cross-Cultural Ministry	29	9.5%
Child Care Professional	13	4.3%
Teacher (Public or Private)	33	10.9%
Business Profession	18	5.9%
Parachurch Agency	11	3.6%
Bible College/Seminary Employee	4	1.3%
Other Type of Work	112	36.8%
<i>Total Grads with Known Placeme</i>	304	65%
Unknown Placement	146	31%
Unemployed	15	3%
Total Grads (Known + Unknown)	465	
Graduate School	44	14.5%
Further Education (not grad)	38	12.5%

* by August 31st of graduating year

+ alumni categorized by year of last degree earned

	# Grads 2016	% of Known
Preaching Ministry	1	3.3%
Associate Ministry		0.0%
Youth Ministry	6	20.0%
Children's/Family Ministry		0.0%
Music/Worship Ministry	1	3.3%
Cross-Cultural Ministry		0.0%
Child Care Professional	2	6.7%
Teacher (Public or Private)	2	6.7%
Business Profession	1	3.3%
Parachurch Agency		0.0%
Bible College/Seminary Employee		0.0%
Other Type of Work	17	56.7%
<i>Total Grads with Known Placeme</i>	30	88%
Unknown Placement	4	12%
Unemployed		0%
Total Grads (Known + Unknown)	34	
Graduate School	4	13.3%
Further Education (not grad)	2	6.7%

5. Placement Trends for Graduating Class 1-year out*, +

	# Grads	% of
	<u>Classes 1990-2014</u>	<u>Known</u>
Preaching Ministry	48	12.1%
Associate Ministry	13	3.3%
Youth Ministry	98	24.7%
Children's/Family Ministry	9	2.3%
Music/Worship Ministry	1	0.3%
Cross-Cultural Ministry	25	6.3%
Child Care Professional	13	3.3%
Teacher (Public or Private)	45	11.4%
Business Profession	16	4.0%
Parachurch Agency	11	2.8%
Bible College/Seminary Employee	17	4.3%
Other Type of Work	100	25.3%
<i>Total Grads with Known Placeme</i>	396	71%
Unknown Placement	153	28%
Unemployed	6	1%
Total Grads (Known + Unknown)	555	
Graduate School	45	11.4%
Further Education (not grad)	34	8.6%

* by August 31st of 1-year anniversary

+ alumni categorized by year of last degree earned

	# Grads	% of
	<u>Class 15</u>	<u>Known</u>
Preaching Ministry	1	7.7%
Associate Ministry	1	7.7%
Youth Ministry	3	23.1%
Children's/Family Ministry		0.0%
Music/Worship Ministry		0.0%
Cross-Cultural Ministry		0.0%
Child Care Professional		0.0%
Teacher (Public or Private)		0.0%
Business Profession	2	15.4%
Parachurch Agency		0.0%
Bible College/Seminary Employee	1	7.7%
Other Type of Work	5	38.5%
<i>Total Grads with Known Placeme</i>	13	59%
Unknown Placement	8	36%
Unemployed	1	5%
Total Grads (Known + Unknown)	22	
Graduate School	3	23.1%
Further Education (not grad)	2	15.4%

6. Placement Trends for Graduating Class 10-years out*, †

	# Grads	% of
	<u>Classes 90-05</u>	<u>Known</u>
Preaching Ministry	41	19.5%
Associate Ministry	13	6.2%
Youth Ministry	25	11.9%
Children's/Family Ministry	7	3.3%
Music/Worship Ministry	0	0.0%
Cross-Cultural Ministry	7	3.3%
Child Care Professional	3	1.4%
Teacher (Public or Private)	25	11.9%
Business Profession	5	2.4%
Parachurch Agency	5	2.4%
Bible College/Seminary Employee	4	1.9%
Other Type of Work	75	35.7%
<i>Total Grads with Known Placeme</i>	210	61%
Unknown Placement	130	38%
Unemployed	5	1%
Total Grads (Known + Unknown)	345	
Graduate School	3	1.4%
Further Education (not grad)	0	0.0%

* by August 31st of 10-year anniversary

† alumni categorized by year of last degree earned

	# Grads	% of
	<u>Class 06</u>	<u>Known</u>
Preaching Ministry	4	19.0%
Associate Ministry		0.0%
Youth Ministry	3	14.3%
Children's/Family Ministry		0.0%
Music/Worship Ministry		0.0%
Cross-Cultural Ministry	1	4.8%
Child Care Professional	3	14.3%
Teacher (Public or Private)	2	9.5%
Business Profession	1	4.8%
Parachurch Agency		0.0%
Bible College/Seminary Employee		0.0%
Other Type of Work	7	33.3%
<i>Total Grads with Known Placeme</i>	21	53%
Unknown Placement	19	48%
Unemployed		0%
Total Grads (Known + Unknown)	40	
Graduate School		0.0%
Further Education (not grad)	1	4.8%

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

2.A. We are committed to relevant programs

1. Program of Study Trends

na = not available

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	10-Yr. Trend	5-Yr. Trend
A. Certificates												
Biblical Studies	0	1	2	1	0	na	na	na	na	na		
Church Leadership	1	0	0	0	na	na	na	na	na	na		
TESOL	0	0	2	4	2	2	2	1	na	na		
Family Life Education	na	na	4	8	7	4	4	11	14	7		75%

B. Associates

AA: Biblical Studies	15	15	11	11	13	9	14	13	10	11		-27%	22%
AA: Biblical Studies (online)	na	na	na	na	na	na	na	5	6	5			
AAS: Early Childhood	7	6	4	3	na	na	na	na	na	na			

C. Bachelor of Arts

Applied Linguistics	na	3	7	7	4	3	0	1	4	4		33%
Biblical Exposition	na	na	na	na	na	na	na	na	na	0		
Biblical Exposition w/ minor (2)	35	6	3	1	1	2	na	na	na	na		
Business Admin: Org Lead	na	na	na	na	na	na	na	na	na	0		
Business Admin: Sport Man	na	na	na	na	na	na	na	na	na	0		
Counseling and Psychology	na	na	na	3	3	7	7	8	7	3		-57%
Cross-Cultural Ministry	na	2	4	6	5	5	6	2	1	0		-100%
Elementary Education	na	na	na	na	0	1	0	0	0	0		
Entrepreneurial Leadership (5)	na	0	0	0	0	0	1	0	2	na		
General Ministry	na	na	0	0	1	2	4	6	5	5		150%
Preaching	na	3	6	6	3	2	na	na	na	na		
Youth and Family Ministry	na	5	11	9	11	10	5	5	2	1		-90%

D. Bachelor of Science

Biblical Exposition	na	na	na	na	na	na	na	na	na	2		
Biblical Exposition w/ minor (2)	127	31	20	8	5	3	na	na	na	na		
Biblical Studies w/ minor	na	14	11	8	2	0	na	na	na	na		
Biblical Studies (Nursing)	1	1	0	5	6	9	8	14	12	8		-11%
Business Admin: Org Lead	na	na	na	na	na	na	na	na	na	12		
Business Admin: Sport Man	na	na	na	na	na	na	na	na	na	15		
Counseling and Psychology	na	na	na	20	23	29	24	29	37	28		
Cross-Cultural Ministry	na	3	10	6	8	4	6	5	8	7		75%
Elementary Education	na	na	na	na	16	17	20	16	29	19		
General Ministry	na	na	4	4	5	7	9	17	9	10		
Entrepreneurial Leadership (5)	na	21	21	18	18	12	9	19	19	na		--
Missions Aviation	na	na	na	0	0	1	3	0	3	1		
Preaching	na	11	14	14	11	6	1	1	1	na		
Youth and Family Ministry	na	29	25	26	24	22	15	24	27	31		41%

MINORS

Christian Education (3)	11	na	1	0	na	na	na	na	na	na	na		
Counseling	40	40	34	26	24	18	14	14	8	20		-50%	11%
Cross-Cultural Ministry	8	2	5	6	10	7	4	10	2	7		-38%	0%
Elementary Education	14	13	8	5	na	na	na	na	na	na			
Family Studies	na	9	8	8	6	9	8	13	6	13			44%
Flight Education	na	na	na	na	1	1	0	0	0	0			
Military Science (ROTC)	na	na	1	2	1	3	1	0	0	3			
Nonprofit Administration	12	2	2	0	2	3	7	4	1	2		-83%	-33%
Preaching	22	12	8	5	4	3	2	2	na	na			
Professional Education (4)	na	6	3	3	2	na	na	na	na	na			
Youth Ministry (3)	34	1	3	1	1	na	na	na	na	na			
Worship and Music	20	16	19	20	22	14	3	2	2	na			

E. School of Professional Studies

Associate of Arts: Biblical Studies						0	4	0	1	2			
Associate of Arts: Biblical Studies (online)								10	3	6			
Business Administration (5)										0			
Business Administration (online)										4			
Christian Ministry						2	4	4	2	0			
Christian Ministry (online)								3	3	6			
Family Studies				1	2	5	3	0	1	1			
Family Studies (online)								3	3	1			
Organizational Leadership				4	3	6	6	1	1	1			
Organizational Leadership (online)								9	4	1			

F. Bachelor of Theology

	na	2	4	3	0	0	0	1	0	0			
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- (1) Program Discontinued Spring 2006
- (2) 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.
- (3) In Fall 2008 these minors were absorbed into the Youth and Family Major.
- (4) Program Discontinued Spring 2012
- (5) Business Administration replaced Organizational Leadership in Fall 2015

2.B. We are committed to quality programs

1. <i>Graduating Seniors Evaluations (SUS Students)</i>	Spring 2007	Spring 2008	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016
Number of respondents	27	24	22	9	23	26	31	9	13	24
1. % graduating in 4 years	63	33	42.9	18.2	42.1	54.5	31	62.5	40	71.4
2. % who are female	51.9	54.2	36.4	42.1	39.1	38.5	41.9	55.6	61.5	58.3
3. % with full-time job secured (4 year)	37	47.6	31.8	21.1	34.8	57.1	41.9	33.3	33.3	12.5
4. % going to grad school (4 year)	29.6	23.8	31.8	31.6	26.1	42.9	25.8	33.3	55.5	33.3
Effectiveness of (5 = highest)										
5. Bible and Theology courses	4.22	4.30	4.55	4.26	4.48	4.50	4.50	4.25	4.23	4.42
6. General Studies courses	3.27	4.04	4.11	4.06	3.95	4.00	4.21	3.56	3.64	4.17
7. Professional courses*	3.89	4.04		4.06	4.23	4.36	4.40	4.00	4.00	4.50
a. Preaching	4.00	4.50	3.50	5.00	5.00	3.75	4.25	na	na	na
b. Youth & Family Ministry	4.17	4.67	4.60	5.00	4.33	4.60	4.56	4.75	4.33	4.17
c. Worship & Music	2.50	4.00	4.00	na	4.00	4.50	3.50	na	na	3.50
d. Leadership / Non-Profit	4.40	5.00	3.75	3.75	4.00	4.75	4.00	1.00	2.00	5.00
e. Counseling	4.38	4.00	3.67	5.00	4.50	4.25	4.50	4.75	4.33	4.64
f. Elementary Education	2.67	4.00	na	3.67	3.50	na	4.40	na	na	4.67
g. Cross-Cultural	4.00	3.50	4.00	na	4.50	4.75	5.00	4.00	3.00	na
h. General Ministry							3.67	3.00	4.00	4.50
(Scores from those graduating students within the program rating those professional courses)										
8. I feel well prepared for work	3.81	3.78	3.95	3.84	4.13	4.38	4.35	4.00	3.92	4.33
9. Overall, I received a quality education	4.15	4.35	4.29	4.05	4.48	4.58	4.35	4.11	4.38	4.46
10. I'd recommend MACU to others	4.11	4.43	4.1	3.79	4.35	4.38	4.33	4.11	4.08	4.33
11. Courses improved writing ability	3.88	4	3.82	3.68	3.83	4.38	4.45	4.44	4.23	4.32
12. Courses improved my skills in comput	3.5	3.26	3.71	3.89	3.58	4.36	4.00	4.22	3.27	4.00
13. Course improved my intellectual skills							4.48	4.33	4.15	4.30
14. Course improved my speaking skills							4.35	4.89	4.15	4.32
15. Courses were challenging	3.77	4.09	4.32	4.06	4.55	4.58	4.58	4.50	4.31	4.50
Self perception in general areas of improvement										
16. Encouraged further learning in biblical & theological studies							4.23	4.67	4.23	4.33
17. Helped me grow in the area of trusting in God							4.42	4.44	4.23	4.33
18. Helped me have insight into the trouble of others							4.35	4.44	4.23	4.21
19. Helped me to respect my own religious tradition							4.23	4.33	4.00	4.50
20. Helped me to respect other religious traditions							4.19	4.44	4.15	4.33
21. Increased my empathy for the poor/oppressed							4.23	4.22	4.15	4.13
22. Increased my ability to live my faith							4.32	4.44	4.15	4.42

2. Academic Probation/Dismissal*

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	10-Yr. Average	5-Yr. Average
a. Percentage Dismissed	4.8%	7.0%	3.6%	6.5%	3.6%	4.2%	6.7%	2.6%	2.9%	4.3%	4.6%	4.1%
b. Percentage on Probation	9.6%	6.3%	9.1%	1.8%	3.0%	7.3%	7.3%	8.7%	3.4%	7.0%	6.3%	6.7%
c. Total Percentage	14.4%	13.3%	12.7%	8.3%	6.6%	11.5%	14.0%	11.2%	6.4%	11.3%		
	Spring 2007	Spring 2008	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	10-Yr. Trend	5-Yr. Trend
d. Percentage Dismissed	3.2%	6.9%	4.5%	6.5%	2.6%	4.5%	7.6%	3.2%	4.4%	2.3%	-29%	-50%
e. Percentage on Probation	2.5%	4.8%	8.3%	5.2%	1.9%	2.6%	4.5%	8.4%	3.3%	4.0%	59%	54%
f. Total Percentage	5.7%	11.7%	12.8%	11.6%	4.5%	7.1%	12.1%	11.6%	7.7%	6.3%		

* Based on # of credit students

3. Academic Honors (Dean's List)

	2007 [GPA = 3.5+ out of 4.0]	2008 2009	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014	2014 2015	2015 2016	2016 2017	10-Yr. Trend	5-Yr. Trend
a. Percent of students in fall*	23.2%	20.0%	17.6%	17.0%	19.9%	16.7%	15.5%	26.2%	29.1%	30.4%	22%	82%
b. Percent of students in spring*	20.0%	17.7%	18.1%	22.4%	25.2%	20.0%	17.1%	25.3%	30.0%		50%	50%

* Based on eligible students

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

Library Resources	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	10-Yr. Trend	5-Yr. Trend
<i>Size of Collection:</i>												
1. Number of print volumes	31,857	34,215	35,236	35,486	35,516	35,545	37,106	33,215	33,594	33,941	7%	-5%
2. Number of e-book volumes						601	919	1,332	1,572	1,572		
3. Number of media items	2,950	2,934	2,999	2,910	2,917	2,923	2,919	2,929	2,797	2,812	-5%	-4%
4. Total number in collection	34,807	37,149	38,235	38,396	38,433	39,069	40,944	37,476	37,963	38,325	10%	-2%
<i>Number Added Annually:</i>												
5. Number of print volumes	654	989	945	640	491	427	219	224	601	409	-37%	-4%
6. Number of e-book volumes						601	318	413	240	0		
7. Number of media items	131	74	24	7	7	15	25	24	123	15	-89%	0%
8. Total number added	785	1,063	969	647	498	1,043	562	661	964	424	-46%	-59%
<i>Circulation Statistics:</i>												
9. General collection transactions	11,475	8,401	3,313	2,806	2,381	2,199	1,474	1,826	1,460	1,778		
10. E-book transactions							3,589	3,577	3,468	11,561		
11. Reserve collection transactions	2,169	1,197	892	1,007	702	868	734	606	1,336	1,230		
12. Non-reserve materials used in lib	6,739	4,241	4,737	5,249	4,295	4,303	3,074	2,581	2,747	3,767		
13. Total number circulated	20,383	13,839	8,942	9,062	7,378	7,370	8,871	8,590	9,011	18,336	-10%	149%
<i>Interlibrary Loans:</i>												
14. Loaned to other libraries	2	5	16	4	3	3	15	150	125	124	6100%	4033%
15. Borrowed from other libr.	25	41	32	22	17	2	2	96	21	34	36%	1600%
16. Information Literacy sessions	6	6	6	6	6	6	12	6	8	11	83%	83%
17. # students in sessions	50	50	65	70	95	90	140	155	156	256	412%	184%

Library Expenses:

18. Cost for personnel	81,624	68,977	58,085	60,390	79,702	46,723	60,600	95,478	94,766	98,131	20%	110%
19. Cost for items added	10,507	4,070	6,394	8,486	7,836	9,771	19,489	15,005	24,015	31,069	196%	218%
20. Cost for other expenses	<u>2,141</u>	<u>1,182</u>	<u>6,074</u>	<u>3,721</u>	<u>5,568</u>	<u>3,968</u>	<u>15,583</u>	<u>6,370</u>	<u>4,859</u>	<u>8,509</u>	297%	114%
21. Total cost for library	94,272	74,229	70,553	72,597	93,106	60,462	95,672	116,853	123,640	137,709	46%	128%
22. Library as % of E & G *	5.8%	2.7%	2.4%	2.0%	2.1%	2.4%	3.4%	3.8%	3.8%	4.0%	-32%	65%

* 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>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	10-Yr. Trend	5-Yr. Trend
1. University Recruitment Trends (All Schools)												
a. Total number of applicants	167	183	205	221	181	266	237	340	328	347	108%	30%
b. Number of applicants accepted	104	109	92	107	74	117	92	129	146	167	61%	43%
c. Number of first-time full-time enrollees	30	38	34	25	27	37	40	48	55	50	67%	35%
d. Number of transfer enrollees	25	22	24	26	15	25	25	21	17	18	-28%	-28%
e. Number Matriculated*	61	66	65	69	57	71	75	75	78	75	23%	6%
* Include Audits												
2. SUS Recruitment Trends												
a. Total number of applicants	167	183	205	217	175	251	231	330	324	333	99%	33%
b. Number of applicants accepted	104	109	92	102	70	109	86	120	142	243	134%	123%
c. Number of first-time full-time enrollees	30	38	34	25	27	37	40	48	55	48	60%	30%
d. Number Matriculated	61	66	65	64	55	64	69	73	73	66	8%	3%
3. SPS Recruitment Trends				Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	10-Yr. Trend	5-Yr. Trend
a. Total number of applicants				5	6	15	6	10	4	14		-7%
b. Number of applicants accepted				5	4	8	6	10	4	14		75%
c. Number Matriculated				5	2	4	5	6	2	9		125%
4. SAT Critical Reading for Entering Freshmer [Out of 800 total possible]											10-Yr. Trend	5-Yr. Trend
a. MACU Average Score	450	487	520	499	490	430	433	462	467	473	5%	10%
b. NC Average	495	496	495	497	493	491	495	499	498	502	1%	2%
c. U.S. National Average	501	500	499	500	497	496	496	497	495	494	-1%	0%
5. SAT Writing for Entering Freshmen [Out of 800 total possible]						Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	10-Yr. Trend	5-Yr. Trend
a. MACU Average Score						na	434	462	448	454		
b. NC Average						472	478	477	476	475		1%
c. U.S. National Average						488	488	487	484	482		-1%
6. SAT Math for Entering Freshmen [Out of 800 total possible]								Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	10-Yr. Trend	5-Yr. Trend
a. MACU Average Score								478	435	470		
b. NC Average								507	504	508		
c. U.S. National Average								513	511	508		

											10-Yr. Trend	5-Yr. Trend		
7. Fall Enrollment (School of Undergrad Studies)	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016				
a. Headcount for on-campus	154	166	170	164	159	153	140	162	185	162	<div style="border: 1px solid black; padding: 5px;"> 5% 6% 18% 9% </div>			
b. FTE for on-campus	128.16	141.71	147.83	151.75	147.13	137.92	132.33	149.83	173.75	151				
c. Credit Hours for on-campus	1834	2024.5	2163	2247	2225.5	1933.5	1872	2143	2548	2284				
d. Headcount for online							4	7	6	6				
e. FTE for online							1.5	4.25	2.5	3.4				
f. Credit Hours for online							18	52	30	44				
8. Fall Enrollment (School of Professional Studies)						Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	10-Yr. Trend	5-Yr. Trend
a. Headcount for on-campus						5	6	12	4	6	5	4	--	-67%
b. FTE for on-campus								8.42	2.25	4.25	3.75	3.08	--	-63%
c. Credit Hours for on-campus								104	30	63	51	40		
d. Headcount for online									14	24	13	20		
e. FTE for online									9.58	13.33	10	14.58		
f. Credit Hours for online									126	160	126	175		
9. Spring Enrollment (School of Undergrad Studies)	Spring 2007	Spring 2008	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	10-Yr. Trend	5-Yr. Trend		
a. Headcount for on-campus	158	146	156	155	146	147	137	127	149	155	-2%	5%		
b. FTE for on-campus	136.83	121.25	138.25	137.17	133.9	133.91	137.58	115.67	140.42	146.42	7%	9%		
c. Credit Hours for on-campus	1943	1655	1936	1963	1948	1959	1895.5	1642	1989	2166	11%	-100%		
d. Headcount for online								12	7	2				
e. FTE for online								7.58	5	1				
f. Credit Hours for online								91	60	12				
10. Spring Enrollment (School of Professional Studies)						Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	10-Yr. Trend	5-Yr. Trend	
a. Headcount for on-campus						5	8	20	4	5	6	--	-25%	
b. FTE for on-campus									2.75	4	5.75	--	--	
c. Credit Hours for on-campus									33	51	83			
d. Headcount for online									15	23	17			
e. FTE for online									10.67	15.58	10.91			
f. Credit Hours for online									131	187	131			
11. Total Annual Enrollment [includes auditors]	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	10-Yr. Trend	5-Year Trend		
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	25%	13%		
a. Fall headcount	154	166	170	179	169	170	165	199	209	192	9%	1%		
b. Spring headcount	148	160	162	158	159	160	158	184	180	161	-100%	-100%		
c. Total (unduplicated)	182	197	188	187	190	188	183	222	228					
d. Fall total credit hours	1834	2024.5	2163	2247	2225	2038	2046	2418	2755	2543				
e. Spring total credit hours	1655	1936	1963	1948	1959	1895.5	1897	2287	2392	2136				
12. Total Annual FTE Enrollment	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	10-Yr. Trend	5-Year Trend		
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	34%	18%		
a. Fall FTE	128.16	141.71	147.83	151.75	147.13	146.3	145.7	171.67	190	172.08	20%	6%		
b. Spring FTE	121.25	138.25	137.17	133.9	133.91	137.58	136.67	165	164.08	145.5				

13. Total Matriculated Students

Fall	Fall	Fall
<u>2014</u>	<u>2015</u>	<u>2016</u>
3723	3815	3901

14. Provisional Admissions

	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>
a. # / % Entered as Provisional	13 / 21%	21 / 32%	8 / 12%	12 / 19%	14 / 25%	14 / 22%	20 / 32%	10 / 13%	23 / 29%	11 / 15%
b. # / % Eligible to continue after 1st Semester	7 / 54%	12 / 57%	3 / 38%	10 / 83%	11 / 79%	10 / 71%	13 / 65%	8 / 80%	17 / 74%	6 / 55%
c. # / % Enrolled 2nd Semester	5 / 38%	11 / 52%	3 / 38%	8 / 67%	10 / 71%	7 / 50%	11 / 55%	5 / 50%	18 / 78%	4 / 36%
d. # / % Eligible to continue after 2nd Semeste	5 / 38%	10 / 48%	2 / 25%	8 / 67%	6 / 43%	8 / 57%	11 / 55%			
e. # / % Enrolled 3rd Semester	3 / 23%	6 / 29%	1 / 13%	7 / 58%	3 / 21%	4 / 29%	7 / 35%	5	12	
f. # who graduated	1	4	0	5	3	1				

10-Yr. Average 5-Year Average

15. Retention Trends (First time, full-time)

	<u>2006-->07</u>	<u>2007-->08</u>	<u>2008-->09</u>	<u>2009-->10</u>	<u>2010-->11</u>	<u>2011-->12</u>	<u>2012-->13</u>	<u>2013-->14</u>	<u>2014-->15</u>	<u>2015-->16</u>
a. MACU Freshman to Sophomore (SUS)	42%	74%	53%	50%	57%	45%	54%	58%	74%	60%
b. Christian Church/Church of Christ Schools' Average	64%	64%	61%	66%	65%	64%	67%	63%	68%	

10-Yr. Average 5-Year Average

57%	58%
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16. Graduation Trends* Cohort for students entering

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
a. MACU Graduation Rates	30%	58%	46%	37%	37%	63%	59%	36%	38%	
b. Christian Church/Church of Christ Schools' A	42%	45%	44%	44%	42%	43%	41%	43%		

10-Yr. Average 5-Year Average

45%	49%
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* 150% of program time (4-year degrees earned within 6 years)

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>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	Over the last 5 years:	
						<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	395	415	415	375	375	-20	-5.06%
<i>Central Christian College of the Bible</i>	300	300	300	300	300	0	0.00%
Cincinnati Christian University	450	475	475	475	650	200	44.44%
<i>Dallas Christian College</i>	389	410	434	456	488	99	25.45%
Great Lakes Christian College	396	416	424	437	455	59	14.90%
Hope International University	995	1,050	1,075	1,120	1,230	235	23.62%
Johnson University	340	340	350	370	385	45	13.24%
Johnson University Florida	398	440	475	440	440	42	10.55%
Kentucky Christian University	494	514	534	550	580	86	17.41%
Lincoln Christian University	478	502	527	527	430	-48	-10.04%
Manhattan Christian College	509	532	548	548	575	66	12.97%
Mid-Atlantic Christian University	350	365	380	400	420	70	20.00%
Milligan College (1-5 hrs)	400	415	725	770		-400	-100.00%
<i>Nebraska Christian College</i>	400	425	475	550	625	225	56.25%
<i>Ozark Christian College</i>	300	310	325	335	345	45	15.00%
Point University	620	650	650	650	650	30	4.84%
<i>St. Louis Christian College</i>	480	480	265	295	325	-155	-32.29%
William Jessup University	<u>925</u>	<u>970</u>	<u>1,029</u>	<u>1,060</u>	<u>1,120</u>	<u>195</u>	<u>21.08%</u>
Average for all 18 schools	479	501	523	537	553	43	7.35%
Average for 12 regionally accredited:	530	556	599	612	630	101	19.05%

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

(italics = not regionally accredited.)

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	Over the last 5 years:	
						<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	21,980	22,740	23,610	26,565	26,415	4,435	20.18%
<i>Central Christian College of the Bible</i>	26,341	26,293	23,695	22,727	21,348	-4,993	-18.96%
Cincinnati Christian University	25,490	26,503	28,028	28,360	30,086	4,596	18.03%
<i>Dallas Christian College</i>	23,948	24,820	26,188	27,192	28,856	4,908	20.49%
Great Lakes Christian College	24,460	25,590	25,705	26,090	28,540	4,080	16.68%
Hope International University	37,856	38,697	39,537	40,872	42,628	4,772	12.61%
Johnson University	19,760	21,352	20,802	22,337	23,219	3,459	17.51%
Johnson University Florida	26,177	26,707	20,706	22,319	22,319	-3,858	-14.74%
Kentucky Christian University	27,628	29,398	30,256	29,970	31,654	4,026	14.57%
Lincoln Christian University	24,009	25,130	26,434	28,585	25,650	1,641	6.83%
Manhattan Christian College	24,946	25,526	26,474	26,502	26,724	1,778	7.13%
Mid-Atlantic Christian University	23,450	24,310	25,090	26,050	26,790	3,340	14.24%
Milligan College	34,968	36,960	38,266	39,680			
<i>Nebraska Christian College</i>	22,350	24,750	23,450	25,450	27,450	5,100	22.82%
<i>Ozark Christian College</i>	17,910	18,604	19,246	19,696	20,402	2,492	13.91%
Point University	29,606	27,500	27,400	27,600	28,600	-1,006	-3.40%
<i>St. Louis Christian College</i>	29,061	28,581	16,295	17,525	18,655	-10,406	-35.81%
William Jessup University	<u>35,192</u>	<u>36,803</u>	<u>38,447</u>	<u>39,896</u>	<u>41,699</u>	<u>6,507</u>	<u>18.49%</u>
Average for all 18 schools	26,396	27,237	26,646	27,634	27,708	1,816	7.68%
Average for 12 regionally accredited:	27,795	28,706	28,929	29,855	29,810	1,104	3.84%

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. ABHE Bible Knowledge

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

	2012	2013	2014	2015	2016
a. Graduating Associate Degree Students % of MACU students who tested above the national mean	66%	100%	50%	100%	100%
b. Graduating Bachelor Degree Students % of MACU students who tested above the national mean	79%	92%	100%	87%	76%

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

	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	10-Yr. Trend	5-Year Trend
1. Faculty of Sufficient Size												
a. Student:Faculty Ratio	8.0	10.2	12.3	10.5	11.7	10.4	12.1	12.0	12.0	10.7	34%	3%
b. Faculty Composition												
Faculty (FTE)	16.04	13.86	11.83	14.34	12.58	14.08	14.08	16.3	18.8	18.4	15%	31%
Percent who are part-time (head count)	48%	64%	57%	65%	86%	82%	78%	74%	74%	72%	51%	-12%
* Includes adjuncts from the Christian College Consortium for Distance Learning (relationship began Spring 2004)												

	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>	10-Yr. Trend	5-Year Trend
2. Faculty of Diversity*												
a. % female full-time faculty	33.3%	33.3%	37.5%	14.3%	14.3%	16.6%	12.5%	12.5%	20.0%	27.2%	-18%	64%
b. % FT with doctorates	33.3%	44.4%	37.5%	42.9%	71.0%	67.0%	75.0%	75.0%	70.0%	63.6%	91%	-5%
c. % FT in doctoral programs	16.7%	22.2%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%		
d. % of minorities	7.4%	0.0%	0.0%	11.8%	10.0%	5.5%	5.5%	9.6%	10.5%	10.8%		
*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	Class <u>2012</u>	Class <u>2013</u>	Class <u>2014</u>	Class <u>2015</u>
a. Satisfaction with job placement/further education 1-year after graduation	80%		80%	75%
b. Engaged in Christian Service	90%		90%	83%
c. Volunteer work in the community or church	75%		90%	75%
d. Satisfaction with job placement/further education 10-years after graduation	Class <u>2004</u>	Class <u>2005</u>	Class <u>2006</u>	
e. Engaged in Christian Service	100%	90%	100%	
f. Volunteer work in the community or church	89%	90%	89%	
	89%	100%	78%	

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 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	10-Yr. Trend	5-Yr. Trend
<i>All College Students:</i>												
a. Percent who are part-time	22%	21%	21%	20%	21%	24%	20%	24%	14%	15%	-34%	-40%
b. Percent who are women	42%	44%	41%	40%	44%	48%	52%	60%	57%	55%	30%	14%
c. Percent who are 25 or older	32%	32%	29%	35%	37%	32%	31%	36%	26%	22%	-31%	-31%
d. Percent who are non Rest.Mvt.	26%	30%	30%	34%	38%	51%	53%	60%	62%	55%	111%	8%
e. Percent who are internationals	0%	0%	[only 1]	[only 1]	[only 1]	[only 1]	0%	2%	1%	2%	na	na
f. Percent who are U.S. minorities	15%	19%	19%	24%	23%	29%	30%	33%	27%	31%	107%	7%
g. Percent who are married	34%	28%	26%	32%	32%	22%	18%	21%	16%	15%	-56%	-32%
<i>New College Students:*</i>												
h. Family member attended MACU	20%	24%	19%	21%	29%	16%	13%	10%	10%	4%	-80%	-75%
i. Family member in paid ministry	23%	20%	30%	18%	26%	23%	13%	19%	27%	27%	18%	17%
j. One parent household	20%	27%	20%	23%	17%	40%	30%	20%	22%	25%	25%	-38%
k. Have own computer here	74%	78%	74%	84%	83%	79%	82%	86%	86%	90%	22%	14%
l. Plan to graduate from MACU	91%	88%	96%	76%	66%	86%	90%	92%	79%	82%	-10%	-5%
m. Home church under 100	17%	36%	23%	30%	51%	33%	33%	45%	45%	32%		-3%
n. Home church 101-249	40%	40%	38%	33%	26%	35%	29%	16%	19%	30%		-14%
o. Home church 250-499	29%	11%	23%	14%	20%	16%	22%	20%	24%	15%		-6%
p. Home church 500-999	9%	13%	5%	0%	3%	5%	7%	10%	2%	2%		-60%
q. Home church 1000-4999			9%	14%	0%	7%	7%	8%	2%	8%		14%
r. Home church 5000+			0%	2%	0%	2%	2%	0%	5%	4%		100%
s. From small town/rural area	23%	58%	47%	40%	52%	51%	67%	54%	74%	62%		22%
t. From larger town (10-100,000)	43%	18%	21%	28%	20%	23%	13%	24%	19%	13%		-43%
u. From suburb of large city	11%	7%	12%	16%	11%	12%	13%	7%	5%	8%		-33%
v. From large city (100,000+)			11%	12%	14%	14%	7%	4%	3%	12%		-14%
w. From major city (1 million +)			8%	5%	6%	0%	0%	4%	2%	10%		
x. From North Carolina	50%	56%	54%	61%	43%	64%	70%	68%	68%	66%		3%
y. Career goal:												
Ministry (church staff)	44%	47%	51%	40%	34%	38%	35%	39%	22%	27%		-29%
Cross-Cultural Ministry	12%	7%	23%	5%	9%	17%	17%	16%	15%	6%		-65%
Teaching (public/Christian)	24%	14%	16%	16%	26%	14%	17%	22%	24%	12%		-14%
Christian Business	3%	7%	11%	7%	11%	7%	13%	8%	16%	25%		257%
Other/Undecided	27%	28%	18%	42%	26%	36%	33%	35%	35%	42%		17%
z. Other colleges considered:												
State university	23%	36%	30%	48%	42%	53%	54%	56%	47%	62%		17%
Another Christian college	40%	32%	54%	45%	64%	29%	65%	54%	56%	52%		79%
Community college	35%	49%	37%	38%	56%	34%	52%	48%	54%	43%		26%
Another private college	23%	23%	27%	34%	41%	27%	43%	46%	37%	33%		22%

* Results from New Student Profile Inventory

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

1. Residence Hall Occupation R	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr.	5-Yr.
	<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>	Average	Average
a. P.A. Presley Hall % occupiec	29.1	27.6	67.2	70.1	49.3	61.2	68.7	70.1	82	52.9	50%	53%
b. H.C. Turner Hall % occupiec	35.9	46.7	0	0	0	0	0	0	11.3	64.6		
c. Percent of Students in Dorm	46%	48%	54%	46%	39%	48%	55%	47%	57%	60%		

Fall of 2009 males and females were combined into one dorm.
 Fall of 2016 males were seperated into HCT and females into PAP.

2. Spiritual Life (From Graduating Senior Evaluations, SUS; where 5 = highest)

	Spring	Spring	Spring	Spring	Spring
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
a. Discipleship Groups contributed positively to my spiritual development	3.6	3.82	3.75	3.92	3.86
b. Chapel contributed positively to my spiritual development	3.31	4.03	4.56	4.08	4.35

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 2016, with these summary results.

1. Academic Advising	(Scale 1-7)	Satisfaction	National 4-year privates satisfaction	2013 Results for MACU
My academic advisor is approachable		6.15	5.77	6.31
My academic advisor is concerned about my success		6.04	5.57	6.30
My academic advisor helps me set goals		5.28	5.18	6.39
2. Campus Climate				
Most students feel a sense of belonging here		5.56	5.27	6.19
Campus staff are caring and helpful		6.27	5.61	6.31
Faculty care about me as an individual		6.13	5.56	6.44
Campus is safe and secure for all students		5.72	5.74	5.95
Administrators are approachable to students		5.88	5.37	6.08
It is an enjoyable experience to be a student on this campus		5.72	5.47	6.12
I feel a sense of pride about my campus		5.65	5.26	6.07
There is a commitment to academic excellence on this campus		5.94	5.60	6.25
I seldom get the "run-around" when seeking information on this campus		5.74	4.93	6.18
This institution shows concern for students as individuals		6.08	5.40	6.59
There is a strong commitment to racial harmony on this campus		5.27	5.57	5.73
Tuition paid is a worthwhile investment		5.40	4.94	6.20
Channels for expressing student complaints are readily available		5.18	4.89	6.02
3. Campus Life				
A variety of intramural activities are offered		5.11	5.07	5.56
Living conditions in the residence halls are comfortable		5.35	4.80	5.81
Residence hall staff are concerned about me as an individual		5.72	5.13	6.23
There is an adequate selection of food available in the cafeteria		3.27	4.30	5.36
Residence hall regulations are reasonable		5.42	5.00	6.04
The student handbook provides helpful information about campus life		5.73	5.26	6.27
4. Campus Support Services				
Library staff are helpful and approachable		5.80	5.70	5.99
Library resources and services are adequate		5.74	5.63	6.13
Computer labs are adequate and accessible		6.06	5.49	6.43
Tutoring services are readily available		6.00	5.61	6.46

Summary Items

a. So far, how has your college experience met your expectations?	5.15	4.64	5.43
Much worse than expected	2%	2%	1%
Quite a bit worse than I expected	0%	2%	2%
Worse than I expected	7%	11%	6%
About what I expected	22%	31%	20%
Better than I expected	28%	25%	17%
Quite a bit better than I expected	14%	13%	15%
Much better than expected	23%	12%	36%
b. Rate your overall satisfaction with your experience here thus far?	5.67	5.29	5.98
Not satisfied at all	1%	1%	1%
Not very satisfied	2%	4%	2%
Somewhat dissatisfied	3%	8%	2%
Neutral	10%	10%	5%
Somewhat satisfied	14%	17%	13%
Satisfied	40%	37%	30%
Very satisfied	27%	19%	45%
c. All in all, if you had to do it over, would you enroll here again?	5.76	5.21	6.04
Definitely not	0%	4%	1%
Probably not	5%	7%	2%
Maybe not	5%	6%	3%
I don't know	7%	10%	11%
Maybe yes	12%	12%	5%
Probably yes	23%	26%	16%
Definitely yes	44%	31%	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 2014; 35 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. Favorable working relationships	40%	54%	6%	0%	0%	43%	38%	16%	3%	0%
b. Role is valuable	40%	51%	6%	3%	0%	41%	38%	16%	5%	0%
c. Treated with respect	57%	40%	3%	0%	0%	59%	35%	5%	0%	0%
d. Enjoy relationships w/in dept.	63%	37%	0%	0%	0%	76%	24%	0%	0%	0%
e. Creatively and initiative valued	49%	46%	5%	0%	0%	51%	35%	14%	0%	0%
f. Pleased with praise & appreciation	14%	61%	22%	3%	0%	41%	35%	24%	0%	0%
g. I can go to supervisor w/ prob.	63%	34%	3%	0%	0%	46%	51%	3%	0%	0%
h. Work concerns handled favorably	46%	51%	3%	0%	0%	41%	49%	10%	0%	0%
i. Adequate communication in dept.	26%	54%	20%	0%	0%	38%	46%	16%	0%	0%
j. Adequate communication between depts	14%	29%	29%	29%	0%	8%	38%	30%	19%	5%

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>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Endowments/Investments	2,265	2,771	3,040	3,133	3,385
Change in Net Assets	-12%	22%	10%	3%	8%

**5-Year
Trend**

49%
6.2% (average)

2. Debt Trends

[in thousands of dollars]

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-2016</u>
Operating Debt	0	0	0	0	0
Capital Debt	1,600	975	1,247	1,367	1,425
Total Debt:	1,600	975	1,247	1,367	1,425
Interest Paid on Total Debt	54.3	64.1	55.7	54.4	59.6
Principal on Total Debt	1092	624.1	29	29	41.2
Principal and Interest on Debt	1146.3	688.2	84.7	83.4	100.8
P & I Debt as % of Oper. Exp.	33.33%	18.31%	2.10%	1.93%	2.14%
Interest on Operating Debt	13.97	0.00	0.00	0.00	0.00
Principal on Operating Debt	193.5	0.0	0.0	0.0	0.0
P & I on Operating Debt	207.47	0.00	0.00	0.00	0.00

-11%
-11%

10%
-96%
-91%
-94%

-100%

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

1. Annual Revenues (from audit; in thousands)

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Operating Revenues:					
Gross Tuition and Fees	1,467.7	1,450.5	1,542.1	1,918.5	2,193.3
Less Donor-Funded Aid	106.6	61.4	53.6	51.0	59.9
Less Institutional Aid	278.1	252.1	272.5	451.9	634.2
Less Donor and Inst. Aid	384.7	313.5	326.1	502.9	694.1
Net Tuition and Fees	1,083.0	1,137.0	1,216.0	1,415.6	1,499.2
Private Gifts	989.5	2,434.7	2,151.3	1,203.9	1,389.4
Investment Income	0.2	4.3	12.5	-10.2	9.6
Auxiliary Services	715.0	731.0	881.6	970.3	1,099.2
Other Income	15.7	24.7	72.6	116.8	48.2
Total Operating Revenues:	2,803.4	4,331.7	4,334.0	3,696.4	4,045.6
Non Operating Revenues:					
Other	140.8	202.9	120.4	147.2	123.5
Total Revenues:	2,944.2	4,534.6	4,454.4	3,843.6	4,169.1

**5-Year
Trend**

49%
-44%
128%
80%
38%
40%
4700%
54%
207%
44%
42%

2. Annual Expenses (from audit; in thousands)

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	5-Year Trend
Educational and General						
Instruction	642.3	642.3	786.3	874.1	1,022.1	59%
Academic Support/Library	317.9	434.9	412.0	403.2	426.6	34%
Student Services	572.8	646.3	836.4	921.9	977.3	71%
Institutional Support	985.2	1,087.5	1,011.1	1,092.9	1,039.1	5%
Total Educational and Gen.	2,518.2	2,811.0	3,045.8	3,292.1	3,465.1	38%
Auxiliary Operations	921.4	948.5	982.0	1,040.1	1,246.8	35%
Total Operating Expenses	3,439.6	3,759.5	4,027.8	4,332.2	4,711.9	
Non Operating Expense	0.0	0.0	0.0	0.0	0.0	
Total Operating and Non Operating Expenses:	3,439.6	3,759.5	4,027.8	4,332.2	4,711.9	37%
Total Expenses per FTE**	24.5	26.5	28.5	25.7	26.6	
** FTE is average fulltime enrollment for the year						
Change in Net Assets (Rev. - Exp.)	-495.4	775.1	426.6	-488.6	-542.8	
[Includes non-operating activities]						

3. Financial Ratios

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	
<i>[from US Dept. of Education]</i>						
1. Financial Strength Ratio	1.10	2.00	3.00	2.20	1.90	
[composite ranges from -1 to +3]						
[one measure of overall health]						
2. Primary Reserve Ratio	2.6%	6.0%	4.5%	37.7%	22.9%	
(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	70.5%	81.6%	80.0%	78.0%	77.2%	
(Net Assets/Total Assets)						
[Capital Resources ability to borrow & financial viability]						
[Maximum applicable to Financial Strength Ratio: 30%]						
4. Net Income Ratio	-16.8%	18.9%	9.5%	-12.7%	-13.0%	
(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	-22.4%	18.8%	20.6%	-8.1%	-11.3%	
(Change in Unr.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	38.93%	15.18%	1.90%	2.17%	2.42%	
(Principal & Interest/Total Unrestricted Revenue)						
[the proportion of an institution's assets that are financed by debt]						

7. Acid Test Ratio	0.5	3.9	7.7	8.5	14.9
(Cash, Rcvbls., Mrkt.Sec./Current Liabil's)					
*in 2013-14 funds were reclassified					
8. Current Liab. to Net Assets	7.0%	3.7%	3.8%	3.1%	1.0%
(Current Liab./Net Assets)					
9. Total Liab. to Net Assets	23.6%	22.4%	24.9%	28.0%	29.0%
(Total Liabilities/Net Assets)					
10. Operating Revenue Ratio	31.5%	30.2%	30.2%	32.7%	31.8%
(Net Tuition & Fees/Total Op. Exp.)					
11. Private Gifts Ratio	28.8%	64.8%	53.4%	27.8%	29.5%
(All Private Gifts/Total Op. Exp.)					
12. Investment Income Ratio	0.0%	0.1%	0.3%	-0.2%	0.2%
(Investment Income/Total Op. Exp.)					
13. Aux. Services Income Ratio	20.8%	19.4%	21.9%	22.4%	23.3%
(Auxiliary Income/Total Op. Exp.)					
14. Tuition Discount Ratio	26.2%	21.6%	21.1%	26.2%	31.6%
(Total Institutional Financial Aid/Gross Tuition & Fees)					
15. Unfunded Discount Ratio	19.9%	17.2%	19.3%	24.0%	29.0%
(Total Unfunded Institutional Aid/Gross Tuition & Fees)					
16. Net Tuition/FTE** (thousands)	\$7.708	\$8.013	\$8.612	\$8.409	\$8.470
Percentage of Gen & Ed Rev.	49%	30%	34%	49%	49%
17. Private Gifts/FTE**	\$7.043	\$17.158	\$15.236	\$7.152	\$7.850
Percentage of Gen & Ed Rev.	44%	64%	60%	42%	45%
18. General & Educational Revenue/FTE	\$15.866	\$26.805	\$25.303	\$17.068	\$17.344
19. Auxilary Revenue/FTE**	\$5.089	\$5.152	\$6.244	\$5.764	\$6.210
Percentage of Total Revenue	24%	16%	20%	25%	26%
20. Total Revenue per FTE**	\$20.955	\$31.956	\$31.547	\$22.832	\$23.554
21. Instruction Allocation Ratio	18.7%	17.1%	19.5%	20.2%	21.7%
(Instructional Exp./Total Op. Exp.)					
22. Acad. Support Alloc. Ratio	9.2%	11.6%	10.2%	9.3%	9.1%
(Academic Supp. Exp./Total Op. Exp.)					
23. Student Services All. Ratio	16.7%	17.2%	20.8%	21.3%	20.7%
(Student Serv. Exp./Total Op. Exp.)					
24. Instit. Support Alloc. Ratio	28.6%	28.9%	25.1%	25.2%	22.1%
(Inst. Supp. Exp./Total Op. Exp.)					
25. Aux. Ent. Allocation Ratio	26.8%	25.2%	24.4%	24.0%	26.5%
(Aux. Exp./Ttl.Op. Exp.)					
26. Debt Service to Oper. Expenses	33.3%	18.3%	2.1%	1.9%	2.1%
[= % 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>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	5-Year Trend
Gross Tuition Revenue	1,467.7	1,450.5	1,542.2	1,918.5	2,193.3	49%
Less Institutional Aid	384.7	313.6	326.1	502.9	694.1	80%
Net Tuition Revenue	1,083.0	1,136.9	1,216.1	1,415.6	1,499.2	38%
Direct Instructional Costs *	642.3	642.3	786.3	874.2	1,022.1	59%
Academic Support Costs **	317.9	434.9	412.0	403.2	426.6	34%
Total Direct Costs	960.2	1,077.2	1,198.3	1,277.4	1,448.7	51%
Net Gain (Loss)	122.8	59.7	17.8	138.2	50.5	-59%

* 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>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	5-Year Trend
Salaries (all employees)	1,837.9	1,869.9	1,921.3	1,955.1	2,056.4	12%
Sal./Ben. as % of All Exp.	53%	50%	48%	45%	44%	-18%

2. Faculty Salaries

[Benefits not included due to housing/FICA variations]

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	5-Year Trend
Faculty Salaries	504.8	497.3	498.6	463.1	685.0	36%

Note: Depends on number and credentials of faculty for that year.

3. Staff Salaries and Benefits

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	5-Year Trend
Staff Salary and Benefits	1,237.5	1,304.4	1,212.4	1,341.9	1,255.1	1%

4. Student Financial Aid

	<u>2006-07</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	10-Year Trend	5-Year Trend
a. Federal Grants	\$221,454	478,999	461,386	539,150	555,914	566,690	156%	18%
b. *State Grants (NC Ed Lottery Sch - 07-08 1st yr)		10,300	328,317 ***	374,924	368,851	428,230	na	na
c. Institutional Grants/Waivers	\$356,844	369,084	342,867	361,728	510,780	705,240	98%	91%
d. Scholarships External	\$3,475	12,000	1,500	18,156	16,900	27,370	87%	128%
e. Federal Work Study Funds	\$12,900	9,890	7,761	7,417	7,417	8,146	100%	-18%
f. **Loans	<u>\$831,400</u>	<u>1,444,757</u>	<u>1,274,072</u>	<u>1,208,515</u>	<u>1,272,441</u>	<u>1,209,371</u>	<u>45%</u>	<u>-16%</u>
g. Total \$ of Aid	1,426,073	2,325,030	2,415,903	2,509,890	2,732,303	2,945,047	107%	27%

* 04-05 & 05-06 yrs are other state grants, not NC

** Increase due in part to fed gov't allowing Unsub Stafford loans for all dependent students beginning in 08-09 yr

*** Increase due to new NC State scholarship/grant program (NC NBS) started in 12-13 year to replace prior state programs(NC ELS & CPEI)

h. Fed./St. Grants as % of Aid	16%	21%	32%	37%	34%	34%	119%	62%
i. Inst.Grants/Waivers % Aid	26%	16%	15%	15%	19%	24%	-7%	49%
j. Loans as % of Aid	58%	62%	53%	48%	47%	41%	-30%	-34%
k. MACU Default Rate (3yr)	0.0%	19.1%	9.5%	15.7%	na	na		
l. National Default Rate (3yr)	5.2%	13.7%	11.8%	11.3%	na	na		

5. Financial Aid: Borrowing Trends

	<u>2006-07</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	10-Year Trend	5-Year Trend
a. Loans as % of all aid	58%	62%	53%	48%	47%	41%	-30%	-34%
b. Percent of students w/ loans	67%	80%	84%	78%	75%	72%	7%	-10%
c. Amount of avg. loan	4,264	9,505	8,551	7,506	7,529	6,732	58%	-29%
d. Annual educational costs *	18,740	23,450	24,310	25,090	26,050	26,990	44%	15%
e. Avg. loan as % of annual costs	23%	41%	35%	30%	29%	25%	10%	-38%
f. % of grads leaving w/ loans	66%	97%	91%	92%	96%	82%	24%	-15%
g. Avg. loan at graduation	15,091	37,108	34,110	27,860	29,797	27,688	83%	-25%

* 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>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
a. Number of donor churches	246	248	246	238	231	226	199	199	185	179
b. Number of business donor:	66	68	79	69	57	64	61	49	54	46
c. Number of alumni donors								295	299	296
* Subset - Number of grad	343	322	307	217	202	235	229	211	231	224
d. Number of other individual	743	732	861	660	625	613	514	361	366	282
e. Number of estate gifts				2	2	1	2	3	2	6
f. Percent of repeat donors from previous year			61.0%	59.9%	64.0%	60.8%	83.7%	69.7%	65.8%	62.0%
g. Number of new donors to the University			318	176	138	162	115	103	143	92
h. Number of undergraduate graduates							1,132	1,085	1,103	1,290
i. Number of undergraduate graduates solicited							1,113	1,072	1,086	1,075
j. Number of undergraduate graduates who donated							229	211	231	224

10-year Trend	5-Year Trend
-27%	-21%
-30%	-28%
-35%	-5%
-62%	-54%

2. Gift Income by Donor Amounts

[Restricted & Unrestricted]	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
a. Churches	583,363	559,921	501,533	548,629	477,963	469,402	478,132	596,285	421,785	402,837
b. Business/Org./Founda	206,256	206,580	149,104	143,645	201,781	166,664	143,540	402,867	364,253	355,904
c. Alumni								243,338	289,727	311,924
* Sub-set Graduates	279,282	256,736	255,363	189,467	156,701	114,653	315,458	160,104	234,193	251,774
d. Other Individuals	526,807	384,141	261,876	324,200	391,013	326,276	1,599,296	330,599	290,475	437,896
e. Sub-Total:	1,595,708	1,407,378	1,167,876	1,205,941	1,227,458	1,076,995	2,536,426	1,573,089	1,366,240	1,508,561
f. Estates				301,493	102,619	3,540	223,176	708,745	12,755	84,637
g. Total Given				1,507,434	1,330,077	1,080,535	2,759,602	2,281,834	1,378,995	1,593,198
h. % of total given by Alumni								11%	21%	20%
i. % of total given by Graduat	17.50%	18.24%	21.87%	15.71%	11.78%	10.61%	11.43%	7.02%	16.98%	15.80%

10-Year Trend	5-Year Trend
-31%	-14%
73%	114%
-10%	120%
-17%	34%
0%	47%

3. Median Gift amounts

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
a. Per single gift			
of all giving	\$100.00	\$100.00	\$75.00
individual	\$65.00	\$100.00	\$75.00
church	\$150.00	\$150.00	\$150.00
organization	\$1,000.00	\$120.00	\$200.00
b. Per total giving of year			
of all giving	\$308.00	\$300.00	\$340.00
individual	\$110.00	\$100.00	\$200.00
church	\$1,200.00	\$1,000.00	\$1,275.00
organization	\$500.00	\$550.00	\$500.00

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

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Actual Expenses (Dept. 43)	272,602	276,351	269,776	220,116	258,484	251,588
Income*	1,175,495	989,538	2,434,655	2,151,394	1,203,993	1,389,373
	0.23	0.28	0.11	0.10	0.21	0.18
Foundation						
Actual Expenses (Dept. 39)	2,264	61,864	68,268	51,710	35,663	46,751
Actual Expenses (Foundation)*	12,328	22,922	21,846	26,896	29,950	29,375
SUB	14,592	84,786	90,114	78,606	65,613	76,126
Income	112,189	80,658	320,686	134,543	131,358	301,348
	0.13	1.05	0.28	0.58	0.50	0.25
Combined Expenses	287,193	361,137	359,890	298,721	324,096	327,714
Income	1,287,684	1,070,196	2,755,341	2,285,937	1,335,351	1,690,721
	0.22	0.34	0.13	0.13	0.24	0.19

10-Year Average 5-Year Average

	0.18
	0.53
	0.21

4. Mid-Atlantic Society

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
a. # who qualify	273	324	296	292	300	292	274
b. Total amount given	971,224	952,932	867,890	2,506,934	1,382,586	1,170,018	1,577,150
c. % of sub-total given	80.54%	77.63%	80.58%	98.84%	87.89%	85.64%	104.55%
d. % of total # of donors	23.06%	29.06%	26.01%	29.11%	33.19%	32.30%	34.12%

10-Year Average 5-Year Average

	291
	1,500,916
	91.50%
	30.95%

5. Expectancies

<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
7,375,479	7,698,636	7,789,081	8,087,144	8,126,966	8,382,860