



**MID-ATLANTIC**  
CHRISTIAN UNIVERSITY

Fact Book 2018-2019

Strategic Choices:  
A Better Understanding Leading to Better Decisions

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(subject to minor revisions)

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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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	
a. Participated in at least one international mission trip	55.6%	38.8%	23.3%	26.3%	30.4%	(Graduating Student Profile)
b. Participated in at least one cross-cultural trip w/in	33.3%	11.1%	26.7%	21.1%	0.0%	(Graduating Student Profile)

#### 2. Church-related Ministry

a. Engaged in church-related ministry in past 2 yrs	77.7%	41.2%	68.0%	57.9%	62.5%	(Graduating Student Profile)
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### 1.B. We are committed to impacting the world for Christ by placing more graduates in leadership ministry...

#### 1. Graduate Trends

	<u>Class 2009</u>	<u>Class 2010</u>	<u>Class 2011</u>	<u>Class 2012</u>	<u>Class 2013</u>	<u>Class 2014</u>	<u>Class 2015</u>	<u>Class 2016</u>	<u>Class 2017</u>	<u>Class 2018</u>	<b>10-Yr. Trend</b>	<b>5-Yr. Trend</b>
<b>School of Undergraduate Studies</b>												
<b>A. Certificates</b>												
TESOL							1					
Family Life Education			3	2	3	1	1	6	2	5		
Total # of Certificates			3	2	3	1	2	6	2	5		
<b>B. Associates</b>												
AA: Biblical Studies	7	1	4	4	1	3	4	4	5	1		
AAS: Early Childhood	3	1	1	1								
Total # of Associate Degrees	10	2	5	5	1	3	4	4	5	1		
<b>C. Bachelor of Arts</b>												
Applied Linguistics		1	1	2		1				1		
Biblical Exposition	2	1	2	4	3	1	5		2	1		
Biblical Studies		1	1	2		1	1			1		
Counseling and Psychology							1					
Cross-Cultural Ministry			1	1		1	1					
Entrepreneurial Leadership												
General Ministry							2			1		
Preaching		1		1	1							
Youth and Family Ministry			1	2	2		2					
Total # of BA Majors	2	4	6	12	6	4	12	0	2	4		

D. Bachelor of Science

Biblical Exposition	9	7	9	11	10	15	2	7	6	15		
Biblical Studies	10	4	7	7	12	5	4	15	7	6		
Business Administration										2		
Counseling and Psychology			2	2	6	3	2	10	3	2		
Cross-Cultural Ministry				2	1	2				2		
Elementary Education			2		5			2	3	2		
Entrepreneurial Leadership	5	4	3	5			1	3	1			
General Ministry				1	1	3	1	1		2		
Preaching			2	3	2							
Youth and Family Ministry	1	1	4	4	3	4	1	6	6	10		
Total # of BS Majors	25	16	29	35	40	32	11	44	26	41		
Total Majors	27	20	35	47	46	36	23	44	28	45		

MINORS

Christian Education			1									
Counseling	5	3	5	3	1	1	1	1		3		
Cross-Cultural Ministry	1		1	1	2				2			
Elementary Education		3										
Family Studies			1				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	3	3		

E. Bachelor of Theology	1		2									
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School of Professional Studies

A. Associates

AA: Biblical Studies									1	1		
Total # of Associate Degrees												

B. Bachelor of Science

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

2. Total Students Graduated

end of:	Aug	Aug	Aug	Aug	Aug
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	1240	1259	1290	1315	1344

**3. Placement Trends for Graduates\***

	# Grads 1990-2017	% of Known
Preaching Ministry	49	13.5%
Student/Youth/Children Ministry	29	8.0%
Other Associate Ministry	16	4.4%
Cross-Cultural Ministry	29	8.0%
K-12 Teacher (Public or Private)	38	10.5%
Small / Corporate Business	20	5.5%
Faith-Based Nonprofit Agency	16	4.4%
Social Services (Mental Health)		
Health Care		
Military		
Other Type of Work	148	40.9%
Unemployed	17	
<i>Total Grads with Known Placem</i>	362	69%
Unknown Placement	162	31%
Total Grads (Known + Unknown)	524	
Graduate School	48	13.3%
Further Education (not grad)	43	11.9%

\* within 1 year of graduation  
+ alumni categorized by year of last degree earned

	# Grads 2018	% of Known
Preaching Ministry	2	9.1%
Student/Youth/Children Ministry	6	27.3%
Other Associate Ministry	1	4.5%
Cross-Cultural Ministry		0.0%
K-12 Teacher (Public or Private)	2	9.1%
Small / Corporate Business	4	18.2%
Faith-Based Nonprofit Agency		0.0%
Social Services (Mental Health)	2	9.1%
Health Care	1	4.5%
Military		
Other Type of Work	3	13.6%
Unemployed	1	
<i>Total Grads with Known Placem</i>	22	79%
Unknown Placement	6	21%
Total Grads (Known + Unknown)	28	
Graduate School	5	22.7%
Further Education (not grad)		0.0%

## 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 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	10-Yr. Trend	5-Yr. Trend
<b>A. Certificates</b>												
Biblical Studies	2	1	0									
Prof Christian Ministries										0		
Prof Christian Ministries (online)										1		
TESOL	2	4	2	2	2	1						
Family Life Education	4	8	7	4	4	11	14	7	10	6	50%	-45%
<b>B. Associates</b>												
AA: Biblical Studies	11	11	13	9	14	13	10	11	6	10	-9%	-23%
AA: Biblical Studies (online)						5	6	5	2	2		-60%
AA: General Studies										15		
AAS: Early Childhood	4	3										
<b>C. Bachelor of Arts</b>												
Applied Linguistics	7	7	4	3	0	1	4	4	5	6	-14%	500%
Biblical Exposition								0	1	0		
Biblical Exposition w/ minor (2)	3	1	1	2								
Business Admin: Org Lead								0	3	1		
Business Admin: Sport Man								0	1	1		
Counseling and Psychology		3	3	7	7	8	7	3	3	5		-38%
Cross-Cultural Ministry	4	6	5	5	6	2	1	0	0	0	-100%	-100%
Elementary Education			0	1	0	0	0	0	0	0		
Entrepreneurial Leadership (5)	0	0	0	0	1	0	2					
Ministry/General Ministry	0	0	1	2	4	6	5	5	3	2	200%	-67%
Preaching	6	6	3	2								
Youth and Family Ministry	11	9	11	10	5	5	2	1	5	3	-73%	-40%
<b>D. Bachelor of Science</b>												
Biblical Exposition								2	4	4		
Biblical Exposition w/ minor (2)	20	8	5	3								
Biblical Studies w/ minor	11	8	2	0								
Biblical Studies (Nursing)	0	5	6	9	8	14	12	8	6	9		-36%
Biology									12	9		
Business Admin: Org Lead								12	18	18		
Business Admin: Sport Man								15	12	26		
Counseling and Psychology		20	23	29	24	29	37	28	35	34		17%
Cross-Cultural Ministry	10	6	8	4	6	5	8	7	6	2	-80%	-60%
Elementary Education			16	17	20	16	29	19	18	18		13%
Ministry/General Ministry	4	4	5	7	9	17	9	10	8	8	100%	-53%
Entrepreneurial Leadership (5)	21	18	18	12	9	19	19					
Missions Aviation (6)		0	0	1	3	0	3	1				
Preaching	14	14	11	6	1	1	1					
Youth and Family Ministry	25	26	24	22	15	24	27	31	28	19	-24%	-21%

MINORS

Christian Education (3)	1	0											
Counseling	34	26	24	18	14	14	8	20	21	9		-74%	-36%
Cross-Cultural Ministry	5	6	10	7	4	10	2	7	8	6		-60%	-40%
Elementary Education	8	5											
Family Studies	8	8	6	9	8	13	6	13	9	9		13%	-31%
Flight Education (6)			1	1	0	0	0	0					
Military Science (ROTC)	1	2	1	3	1	0	0	3	1	0			0%
Nonprofit Administration	2	0	2	3	7	4	1	2	8	4		100%	0%
Preaching	8	5	4	3	2	2							
Professional Education (4)	3	3	2										
Youth Ministry (3)	3	1	1										
Worship and Music	19	20	22	14	3	2	2						

E. School of Professional Studies

Prof Christian Ministries											0		
Prof Christian Ministries (online)											2		
Associate of Arts: Biblical Studies				0	4	0	1	2	0	0			0%
Associate of Arts: Biblical Studies (online)						10	3	6	3	1			-90%
Business Administration (5)								0	0	1			
Business Administration (online)								4	4	4			
Christian Ministry				2	4	4	2	0	0	0			-100%
Christian Ministry (online)						3	3	6	6	3			0%
Family Studies		1	2	5	3	0	1	1	1	0			0%
Family Studies (online)						3	3	1	1				
Organizational Leadership (5)		4	3	6	6	1	1	1					
Organizational Leadership (online) (5)						9	4	1					

F. Bachelor of Theology (6)

	4	3	0	0	0	1	0	0					
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(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

(6) Program Discontinued Spring 2017

**2.B. We are committed to quality programs**

1. Graduating Seniors Evaluations (SUS Students	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018
Number of respondents	22	9	23	26	31	9	13	24	17	24
1. % graduating in 4 years (BA/BS)	42.9	18.2	42.1	54.5	31	62.5	40	71.4	35.7	69.6
2. % who are female	36.4	42.1	39.1	38.5	41.9	55.6	61.5	58.3	64.7	62.5
3. % with full-time job secured (4 year)	31.8	21.1	34.8	57.1	41.9	33.3	33.3	12.5	38.5	39.1
4. % going to grad school (4 year)	31.8	31.6	26.1	42.9	25.8	33.3	55.5	33.3	30.8	21.7
Effectiveness of (5 = highest)										
5. Bible and Theology courses	4.55	4.26	4.48	4.50	4.50	4.25	4.23	4.42	3.94	4.25
6. General Studies courses	4.11	4.06	3.95	4.00	4.21	3.56	3.64	4.17	3.94	3.83
7. Professional courses*		4.06	4.23	4.36	4.40	4.00	4.00	4.50	4.43	4.29
a. Preaching	3.50	5.00	5.00	3.75	4.25	na	na	na	na	na
b. Youth & Family Ministry	4.60	5.00	4.33	4.60	4.56	4.75	4.33	4.17	4.43	4.10
c. Worship & Music	4.00	na	4.00	4.50	3.50	na	na	3.50	na	na
d. Business	3.75	3.75	4.00	4.75	4.00	1.00	2.00	5.00	4.00	4.00
e. Counseling	3.67	5.00	4.50	4.25	4.50	4.75	4.33	4.64	3.67	4.40
f. Teacher Education	na	3.67	3.50	na	4.40	na	na	4.67	4.67	4.50
g. Cross-Cultural	4.00	na	4.50	4.75	5.00	4.00	3.00	na	na	4.50
h. General Ministry					3.67	3.00	4.00	4.50	na	4.25
(Scores from those graduating students within the program rating those professional courses)										
8. I feel well prepared for work	3.95	3.84	4.13	4.38	4.35	4.00	3.92	4.33	4.13	4.21
9. Overall, I received a quality education	4.29	4.05	4.48	4.58	4.35	4.11	4.38	4.46	4.25	4.25
10. I'd recommend MACU to others	4.1	3.79	4.35	4.38	4.33	4.11	4.08	4.33	3.69	4.04
11. Courses improved writing ability	3.82	3.68	3.83	4.38	4.45	4.44	4.23	4.32	4.00	3.88
12. Courses improved my skills in comp	3.71	3.89	3.58	4.36	4.00	4.22	3.27	4.00	3.50	3.82
13. Course improved my intellectual skills					4.48	4.33	4.15	4.30	4.06	4.00
14. Course improved my speaking skills					4.35	4.89	4.15	4.32	3.69	3.96
15. Courses were challenging	4.32	4.06	4.55	4.58	4.58	4.50	4.31	4.50	4.44	4.38
Self perception in general areas of improvement										
16. Encouraged further learning in biblical & theological studies					4.23	4.67	4.23	4.33	3.93	4.25
17. Helped me grow in the area of trusting in God					4.42	4.44	4.23	4.33	3.94	4.04
18. Helped me have insight into the trouble of others					4.35	4.44	4.23	4.21	3.93	3.88
19. Helped me to respect my own religious tradition					4.23	4.33	4.00	4.50	3.75	4.04
20. Helped me to respect other religious traditions					4.19	4.44	4.15	4.33	3.94	4.17
21. Increased my empathy for the poor/oppressed					4.23	4.22	4.15	4.13	4.00	4.04
22. Increased my ability to live my faith					4.32	4.44	4.15	4.42	4.00	4.17

**2. Academic Probation/Dismissal\***

	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>	Fall <u>2017</u>	Fall <u>2018</u>	10-Yr. Average	5-Yr. Average
a. Percentage Dismissed	3.6%	6.5%	3.6%	4.2%	6.7%	2.6%	2.9%	4.3%	2.1%	6.8%	4.3%	3.7%
b. Percentage on Probation	9.1%	1.8%	3.0%	7.3%	7.3%	8.7%	3.4%	7.0%	6.3%	12.7%	6.7%	7.6%
c. Total Percentage	12.7%	8.3%	6.6%	11.5%	14.0%	11.2%	6.4%	11.3%	8.4%	19.5%		
	Spring <u>2009</u>	Spring <u>2010</u>	Spring <u>2011</u>	Spring <u>2012</u>	Spring <u>2013</u>	Spring <u>2014</u>	Spring <u>2015</u>	Spring <u>2016</u>	Spring <u>2017</u>	Spring <u>2018</u>	10-Yr. Average	5-Yr. Average
d. Percentage Dismissed	4.5%	6.5%	2.6%	4.5%	7.6%	3.2%	4.4%	2.3%	4.5%	3.7%	4.4%	3.6%
e. Percentage on Probation	8.3%	5.2%	1.9%	2.6%	4.5%	8.4%	3.3%	4.0%	6.4%	4.2%	4.9%	5.3%
f. Total Percentage	12.8%	11.6%	4.5%	7.1%	12.1%	11.6%	7.7%	6.3%	10.9%	7.9%		

\* Based on # of credit students

**3. Academic Honors (Dean's List)**

	2009 <u>2010</u>	2010 <u>2011</u>	2011 <u>2012</u>	2012 <u>2013</u>	2013 <u>2014</u>	2014 <u>2015</u>	2015 <u>2016</u>	2016 <u>2017</u>	2017 <u>2018</u>	2018 <u>2019</u>	10-Yr. Trend	5-Yr. Trend
[GPA = 3.5+ out of 4.0]												
a. Percent of students in fall*	17.6%	17.0%	19.9%	16.7%	15.5%	26.2%	29.1%	30.4%	36.8%	25.0%	23%	-4%
b. Percent of students in spring*	18.1%	22.4%	25.2%	20.0%	17.1%	25.3%	30.0%	27.4%	26.9%		49%	6%

\* Based on eligible students

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

Library Resources	<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>	<u>2016-17</u>	<u>2017-18</u>	10-Yr. Trend	5-Yr. Trend
<i>Size of Collection:</i>												
1. Number of print volumes	35,236	35,486	35,516	35,545	37,106	33,215	33,594	33,941	34,189	34,464	-2%	4%
2. Number of e-book volumes				601	919	1,332	1,572	1,572	1,894	1,993		50%
3. Number of media items	2,999	2,910	2,917	2,923	2,919	2,929	2,797	2,812	2,817	2,819	-6%	-4%
4. Total number in collection	38,235	38,396	38,433	39,069	40,944	37,476	37,963	38,325	38,900	39,276	3%	5%
<i>Number Added Annually:</i>												
5. Number of print volumes	945	640	491	427	219	224	601	409	296	311	-67%	39%
6. Number of e-book volumes				601	318	413	240	0	322	99		-76%
7. Number of media items	24	7	7	15	25	24	123	15	5	3	-88%	-88%
8. Total number added	969	647	498	1,043	562	661	964	424	623	413	-57%	-38%
<i>Circulation Statistics:</i>												
9. General collection transactions	3,313	2,806	2,381	2,199	1,474	1,826	1,460	1,778	1,369	1,562		
10. E-book transactions					3,589	3,577	3,468	11,561	25,284	15,177		
11. Reserve collection transactions	892	1,007	702	868	734	606	1,336	1,230	1,624	1,566		
12. Non-reserve materials used in lib	4,737	5,249	4,295	4,303	3,074	2,581	2,747	3,767	3,245	2,743		
13. Total number circulated	8,942	9,062	7,378	7,370	8,871	8,590	9,011	18,336	31,522	21,048	135%	145%
<i>Interlibrary Loans:</i>												
14. Loaned to other libraries	16	4	3	3	15	150	125	124	58	65	306%	-57%
15. Borrowed from other libr.	32	22	17	2	2	96	21	34	31	32	0%	-67%
16. Information Literacy sessions	6	6	6	6	12	6	8	11	6	6	0%	0%
17. # students in sessions	65	70	95	90	140	155	156	256	165	153	135%	-1%



*Library Expenses:*

18. Cost for personnel	58,085	60,390	79,702	46,723	60,600	95,478	94,766	98,131	93,379	94,777	63%	-1%
19. Cost for items added	6,394	8,486	7,836	9,771	19,489	15,005	24,015	31,069	38,560	42,590	566%	184%
20. Cost for other expenses	<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>	<u>7,099</u>	<u>8,673</u>	43%	36%
21. Total cost for library	70,553	72,597	93,106	60,462	95,672	116,853	123,640	137,709	139,038	146,040	107%	25%
22. Library as % of E & G *	2.4%	2.0%	2.1%	2.4%	3.4%	3.8%	3.8%	4.0%	4.1%	4.8%	104%	26%

\* 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...**

<b>1. University Recruitment Trends (All Schools)</b>	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>	Fall <u>2017</u>	Fall <u>2018</u>	<b>10-Yr. Trend</b>	<b>5-Yr. Trend</b>
a. Total number of applicants	205	221	181	266	237	340	328	347	299	392	91%	15%
b. Number of applicants accepted	92	107	74	117	92	129	146	167	135	181	97%	40%
c. Number of first-time full-time enrollees	34	25	27	37	40	48	55	50	54	63	85%	31%
d. Number of transfer enrollees	24	26	15	25	25	21	17	18	10	17	-29%	-19%
e. Number Matriculated*	65	69	57	71	75	75	78	75	70	85	31%	13%
* Include Audits												
<b>2. SUS Recruitment Trends</b>	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>	Fall <u>2017</u>	Fall <u>2018</u>	<b>10-Yr. Trend</b>	<b>5-Yr. Trend</b>
a. Total number of applicants	205	217	175	251	231	330	324	333	288	377	84%	14%
b. Number of applicants accepted	92	102	70	109	86	120	142	243	128	169	84%	41%
c. Number of first-time full-time enrollees	34	25	27	37	40	48	55	48	54	63	85%	31%
d. Number Matriculated	65	64	55	64	69	73	73	66	67	83	28%	14%
<b>3. SPS Recruitment Trends</b>	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>	Fall <u>2017</u>	Fall <u>2018</u>	<b>10-Yr. Trend</b>	<b>5-Yr. Trend</b>	
a. Total number of applicants	5	6	15	6	10	4	14	11	15		50%	
b. Number of applicants accepted	5	4	8	6	10	4	14	7	12		20%	
c. Number Matriculated	5	2	4	5	6	2	9	3	2		-67%	
<b>4. SAT Critical Reading for Entering Freshmer</b>	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>				
[Out of 800 total possible]												
a. MACU Average Score	520	499	490	430	433	462	467	473				
b. NC Average	495	497	493	491	495	499	498	502				
c. U.S. National Average	499	500	497	496	496	497	495	494				
<b>5. SAT Writing for Entering Freshmen</b>					Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	Fall <u>2015</u>	Fall <u>2016</u>			
[Out of 800 total possible]												
a. MACU Average Score					na	434	462	448	454			
b. NC Average					472	478	477	476	475			
c. U.S. National Average					488	488	487	484	482			
<b>6. SAT Evidenced Reading/Writing for Entering Freshmen</b>									Fall <u>2017</u>	Fall <u>2018</u>	<b>10-Yr. Trend</b>	<b>5-Yr. Trend</b>
[Out of 800 total possible]												
a. MACU Average Score									585	479		
b. NC Average									546	554		
c. U.S. National Average									533	536		

**7. SAT Math for Entering Freshmen**

[Out of 800 total possible]

- a. MACU Average Score
- b. NC Average
- c. U.S. National Average

Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
478	435	470	545	472
507	504	508	535	543
513	511	508	527	531

10-Yr. Trend	5-Yr. Trend

**8. Fall Enrollment (School of Undergrad Studies)**

- a. Headcount for on-campus
- b. FTE for on-campus
- c. Credit Hours for on-campus
- d. Headcount for online
- e. FTE for online
- f. Credit Hours for online

Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
170	164	159	153	140	162	185	162	180	197
147.83	151.75	147.13	137.92	132.33	149.83	173.75	151	167.58	180.41
2163	2247	2225.5	1933.5	1872	2143	2548	2284	2493	2613
				4	7	6	6	2	4
				1.5	4.25	2.5	3.4	1.08	3.08
				18	52	30	44	13	37

Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
162	185	162	180	197
149.83	173.75	151	167.58	180.41
2143	2548	2284	2493	2613
4	7	6	6	2
1.5	4.25	2.5	3.4	1.08
18	52	30	44	13

10-Yr. Trend	5-Yr. Trend
16%	22%
22%	20%
21%	22%
	-43%
	-28%
	-29%

**9. Fall Enrollment (School of Professional Studies)**

- a. Headcount for on-campus
- b. FTE for on-campus
- c. Credit Hours for on-campus
- d. Headcount for online
- e. FTE for online
- f. Credit Hours for online

Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
5	6	12	4	6	5	4	1	2
		8.42	2.25	4.25	3.75	3.08	1	1.75
		104	30	63	51	40	17	24
			14	24	13	20	14	9
			9.58	13.33	10	14.58	9.5	6.25
			126	160	126	175	120	66

Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
5	6	12	4	6	5	4	1	2
		8.42	2.25	4.25	3.75	3.08	1	1.75
		104	30	63	51	40	17	24
			14	24	13	20	14	9
			9.58	13.33	10	14.58	9.5	6.25
			126	160	126	175	120	66

10-Yr. Trend	5-Yr. Trend
	-67%
	-59%
	-62%
	-63%
	-53%
	-59%

**10. Spring Enrollment (School of Undergrad Studies)**

- a. Headcount for on-campus
- b. FTE for on-campus
- c. Credit Hours for on-campus
- d. Headcount for online
- e. FTE for online
- f. Credit Hours for online

Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018
156	155	146	147	137	127	149	155	145	171
138.25	137.17	133.9	133.91	137.58	115.67	140.42	146.42	134	156.67
1936	1963	1948	1959	1895.5	1642	1989	2166	2007	2280
					12	7	2	2	4
					7.58	5	1	1.25	1
					91	60	12	18	12

Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018
156	155	146	147	137	127	149	155	145	171
138.25	137.17	133.9	133.91	137.58	115.67	140.42	146.42	134	156.67
1936	1963	1948	1959	1895.5	1642	1989	2166	2007	2280
					12	7	2	2	4
					7.58	5	1	1.25	1
					91	60	12	18	12

10-Yr. Trend	5-Yr. Trend
10%	35%
13%	35%
18%	-100%
	-67%
	-87%
	-87%

**11. Spring Enrollment (School of Professional Studies)**

- a. Headcount for on-campus
- b. FTE for on-campus
- c. Credit Hours for on-campus
- d. Headcount for online
- e. FTE for online
- f. Credit Hours for online

Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018
5	8	20	4	5	6	2	2
			2.75	4	5.75	2	2
			33	51	83	27	37
			15	23	17	12	19
			10.67	15.58	10.91	8.25	12.25
			131	187	131	99	156

Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018
5	8	20	4	5	6	2	2
			2.75	4	5.75	2	2
			33	51	83	27	37
			15	23	17	12	19
			10.67	15.58	10.91	8.25	12.25
			131	187	131	99	156

10-Yr. Trend	5-Yr. Trend
	-50%
	-27%
	12%
	27%
	15%
	19%

<b>12. Total Annual Enrollment</b>	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	<b>10-Yr.</b>	<b>5-Year</b>
[includes auditors]	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<b>Trend</b>	<b>Trend</b>
a. Fall headcount	170	179	169	170	165	199	209	192	197	212	25%	7%
b. Spring headcount	162	158	159	160	158	184	180	161	196	172	6%	-7%
c. Total (unduplicated)	188	187	190	188	183	222	228	205	214			
d. Fall total credit hours	2163	2247	2225	2038	2046	2418	2755	2543	2628	2755		
e. Spring total credit hours	1963	1948	1959	1895.5	1897	2287	2392	2136	2485	2157		
<b>13. Total Annual FTE Enrollment</b>	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	<b>10-Yr.</b>	<b>5-Year</b>
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<b>Trend</b>	<b>Trend</b>
a. Fall FTE	147.83	151.75	147.13	146.3	145.7	171.67	190	172.08	179.17	191.49	30%	12%
b. Spring FTE	137.17	133.9	133.91	137.58	136.67	165	164.08	145.5	171.9	156.25	14%	-5%
<b>14. Total Matriculated Students</b>						Fall	Fall	Fall	Fall	Fall		
						<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>		
						3723	3815	3901	3983	4100		
<b>15. Provisional Admissions</b>	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	<b>10-Yr.</b>	<b>5-Year</b>
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<b>Average</b>	<b>Average</b>
a. # / % Entered as Provisional	8 / 12%	12 / 19%	14 / 25%	14 / 22%	20 / 32%	10 / 13%	23 / 29%	11 / 15%	5 / 8%	18 / 22%		
b. # / % Eligible to continue after 1st Semester	3 / 38%	10 / 83%	11 / 79%	10 / 71%	13 / 65%	8 / 80%	17 / 74%	6 / 55%	2 / 40%	4 / 22%		
c. # / % Enrolled 2nd Semester	3 / 38%	8 / 67%	10 / 71%	7 / 50%	11 / 55%	5 / 50%	18 / 78%	4 / 36%	2 / 40%	3 / 17%		
d. # / % Eligible to continue after 2nd Semeste	2 / 25%	8 / 67%	6 / 43%	8 / 57%	11 / 55%							
e. # / % Enrolled 3rd Semester	1 / 13%	7 / 58%	3 / 21%	4 / 29%	7 / 35%	5 / 50%	12 / 52%	3 / 27%	2 / 40%			
f. # who graduated	0	5	3	1	2	2						
<b>16. Retention Trends (First time, full-time)</b>	<u>2008--&gt;09</u>	<u>2009--&gt;10</u>	<u>2010--&gt;11</u>	<u>2011--&gt;12</u>	<u>2012--&gt;13</u>	<u>2013--&gt;14</u>	<u>2014--&gt;15</u>	<u>2015--&gt;16</u>	<u>2016--&gt;17</u>	<u>2017--&gt;18</u>	<b>10-Yr.</b>	<b>5-Year</b>
a. MACU Freshman to Sophomore (SUS)	53%	50%	57%	45%	54%	58%	74%	60%	63%	66%	<b>Average</b>	<b>Average</b>
b. Christian Church/Church of Christ Schools' Average	61%	66%	65%	64%	67%	63%	68%	62%	63%		58%	64%
<b>17. Graduation Trends*</b> Cohort for students entering	<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>	<u>2011</u>	<b>10-Yr.</b>	<b>5-Year</b>
a. MACU Graduation Rates	58%	46%	37%	37%	63%	59%	36%	38%	38%	25%	<b>Average</b>	<b>Average</b>
b. Christian Church/Church of Christ Schools' A	45%	44%	44%	42%	43%	42%	42%	43%	44%	42%	44%	39%

\* 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.)	2013-14	2014-15	2015-16	2016-17	2017-18	Over the last 5 years:	
						\$ Increase	% Increase
<i>Boise Bible College</i>	415	375	375	375	386	-29	-6.99%
<i>Central Christian College of the Bible</i>	300	300	300	300	300	0	0.00%
Cincinnati Christian University	475	475	650	650	650	175	36.84%
<i>Dallas Christian College</i>	434	456	488	517	557	123	28.34%
Great Lakes Christian College	424	437	455	455	495	71	16.75%
Hope International University	1,075	1,120	1,230	1,290	1,395	320	29.77%
Johnson University	350	370	385	410	435	85	24.29%
Johnson University Florida	475	440	440	440	435	-40	-8.42%
Kentucky Christian University	534	550	580	605	605	71	13.30%
Lincoln Christian University	527	527	430	434	434	-93	-17.65%
Manhattan Christian College	548	548	575	604	622	74	13.50%
<b>Mid-Atlantic Christian University</b>	<b>380</b>	<b>400</b>	<b>420</b>	<b>425</b>	<b>440</b>	<b>60</b>	<b>15.79%</b>
Milligan College (1-5 hrs)	725	770	800	840	870	145	20.00%
Nebraska Christian College of Hope International	475	550	625	710	724	249	52.42%
<i>Ozark Christian College</i>	325	335	345	355	370	45	13.85%
Point University	650	650	650	650	650	0	0.00%
<i>St. Louis Christian College</i>	265	295	325	350	360	95	35.85%
William Jessup University	1,029	1,060	1,120	1,190	1,260	231	22.45%
Average for all 18 schools	523	537	566	589	610	88	16.12%
Average for 13 regionally accredited:	599	612	645	669	693	94	15.71%
Median for all 18 schools					526		

Price of Attendance, Full-time, First-time [living on campus] (as reported in IPEDS): (italics = not regionally accredited.)	2013-14	2014-15	2015-16	2016-17	2017-18	Over the last 5 years:	
						\$ Increase	% Increase
<i>Boise Bible College</i>	23,610	26,565	26,415	25,900	26,380	2,770	11.73%
<i>Central Christian College of the Bible</i>	23,695	22,727	21,348	24,210	24,033	338	1.43%
Cincinnati Christian University	28,028	28,360	30,086	30,746	31,998	3,970	14.16%
<i>Dallas Christian College</i>	26,188	27,192	28,856	30,274	33,844	7,656	29.23%
Great Lakes Christian College	25,705	26,090	28,540	24,992	25,772	67	0.26%
Hope International University	39,537	40,872	42,628	45,146	46,824	7,287	18.43%
Johnson University	20,802	22,337	23,219	23,460	25,048	4,246	20.41%
Johnson University Florida	20,706	22,319	22,319	22,582	22,848	2,142	10.34%
Kentucky Christian University	30,256	29,970	31,654	32,502	33,304	3,048	10.07%
Lincoln Christian University	26,434	28,585	25,650	25,899	26,137	-297	-1.12%
Manhattan Christian College	26,474	26,502	26,724	27,688	29,196	2,722	10.28%
<b>Mid-Atlantic Christian University</b>	<b>25,090</b>	<b>26,050</b>	<b>26,790</b>	<b>28,350</b>	<b>29,230</b>	<b>4,140</b>	<b>16.50%</b>
Milligan College	38,266	39,680	39,248	41,098	42,420	4,154	10.86%
Nebraska Christian College of Hope International	23,450	25,450	27,450	28,750	29,540	6,090	25.97%
<i>Ozark Christian College</i>	19,246	19,696	20,402	21,094	22,448	3,202	16.64%
Point University	27,400	27,600	28,600	30,400	30,500	3,100	11.31%
<i>St. Louis Christian College</i>	16,295	17,525	18,655	20,140	20,510	4,215	25.87%
William Jessup University	38,447	39,896	41,699	44,309	46,594	8,147	21.19%
Average for all 18 schools	26,646	27,634	28,349	29,308	30,368	3,722	14.09%
Average for 13 regionally accredited:	28,929	29,855	30,596	31,225	32,262	2,407	8.06%
Median for all 18 schools				28,019	29,213		

**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**

	2013	2014	2015	2016	2017	2018
a. Graduating Associate Degree Students % of MACU students who tested above the national mean	100%	50%	75%	100%	100%	100%
b. Graduating Bachelor Degree Students % of MACU students who tested above the national mean	92%	100%	87%	76%	93%	91%

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

	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>	Fall <u>2017</u>	Fall <u>2018</u>	10-Yr. Trend	5-Year Trend
<b>1. Faculty of Sufficient Size</b>												
a. Student:Faculty Ratio	12.3	10.5	11.7	10.4	12.1	12.0	12.0	10.7	10.2	9.5	-23%	-21%
b. Faculty Composition												
Faculty (FTE)	11.83	14.34	12.58	14.08	14.08	16.3	18.8	18.4	19.4	20	69%	23%
Percent who are part-time (head count)	57%	65%	86%	82%	78%	74%	74%	72%	70%	69%	21%	-7%
* Includes adjuncts from the Christian College Consortium for Distance Learning (relationship began Spring 2004, ended 2014)												

	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>	Fall <u>2017</u>	Fall <u>2018</u>	10-Yr. Trend	5-Year Trend
<b>2. Faculty of Diversity*</b>												
a. % female full-time faculty	37.5%	14.3%	14.3%	16.6%	12.5%	12.5%	20.0%	27.2%	25.0%	28.6%	-24%	129%
b. % FT with doctorates	37.5%	42.9%	71.0%	67.0%	75.0%	75.0%	70.0%	63.6%	75.0%	71.0%	89%	-5%
c. % FT in doctoral programs	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
d. % of minorities	0.0%	11.8%	10.0%	5.5%	5.5%	9.6%	10.5%	10.8%	10.8%	7.7%		
*Does not include teaching administration												

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

	Class <u>2014</u>	Class <u>2015</u>	Class <u>2016</u>	Class <u>2017</u>	Class <u>2018</u>
<b>1. Graduate Follow-Up Survey</b>					
a. Engaged in Christian Service	90%	83%	90%		100%
b. Volunteer work in the community or church	90%	75%	85%		92%
c. MACU prepare you for serving in churches/community?					92%
d. Is your education from MACU contributing in a positive way to your current employment?					92%
e. Did your MACU education prepare you adequately for further educational goals?					100%

## 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 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	10-Yr. Trend	5-Yr. Trend
<i>All College Students:</i>												
a. Percent who are part-time	21%	20%	21%	24%	20%	24%	14%	15%	13%	14%	-32%	-42%
b. Percent who are women	41%	40%	44%	48%	52%	60%	57%	55%	54%	44%	7%	-27%
c. Percent who are 25 or older	29%	35%	37%	32%	31%	36%	26%	22%	17%	13%	-55%	-64%
d. Percent who are non Rest.Mv	30%	34%	38%	51%	53%	60%	62%	55%	50%	50%	67%	-17%
e. Percent who are international	[only 1]	[only 1]	[only 1]	[only 1]	0%	2%	1%	2%	2%	2%	na	na
f. Percent who are U.S. minoritie	19%	24%	23%	29%	30%	33%	27%	31%	29%	40%	111%	21%
g. Percent who are married	26%	32%	32%	22%	18%	21%	16%	15%	12%	9%	-65%	-57%
<i>New College Students:*</i>												
h. Family member attended MAC	19%	21%	29%	16%	13%	10%	10%	4%	17%	9%	-51%	-7%
i. Family member in paid ministry	30%	18%	26%	23%	13%	19%	27%	27%	19%	14%	-54%	-28%
j. One parent household	20%	23%	17%	40%	30%	20%	22%	25%	30%	35%	76%	76%
k. Have own computer here	74%	84%	83%	79%	82%	86%	86%	90%	98%	88%	19%	2%
l. Plan to graduate from MACU	96%	76%	66%	86%	90%	92%	79%	82%	92%	88%	-8%	-4%
m. Home church under 100	23%	30%	51%	33%	33%	45%	45%	32%	42%	41%		-9%
n. Home church 101-249	38%	33%	26%	35%	29%	16%	19%	30%	26%	28%		75%
o. Home church 250-499	23%	14%	20%	16%	22%	20%	24%	15%	19%	6%		-70%
p. Home church 500-999	5%	0%	3%	5%	7%	10%	2%	2%	6%	9%		-10%
q. Home church 1000-4999	9%	14%	0%	7%	7%	8%	2%	8%	6%	2%		-75%
r. Home church 5000+	0%	2%	0%	2%	2%	0%	5%	4%	0%	4%		
s. I have no home church										11%		
t. From small town/rural area	47%	40%	52%	51%	67%	54%	74%	62%	64%	64%		19%
u. From larger town (10-100,000	21%	28%	20%	23%	13%	24%	19%	13%	21%	13%		-46%
v. From suburb of large city	12%	16%	11%	12%	13%	7%	5%	8%	6%	9%		29%
w. From large city (100,000+)	11%	12%	14%	14%	7%	4%	3%	12%	9%	15%		275%
x. From major city (1 million +)	8%	5%	6%	0%	0%	4%	2%	10%	0%	2%		0%
y. From North Carolina	54%	61%	43%	64%	70%	68%	68%	66%	66%	59%		-13%
z. Other colleges considered:												
State university	30%	48%	42%	53%	54%	56%	47%	62%	58%	65%		16%
Another Christian college	54%	45%	64%	29%	65%	54%	56%	52%	52%	47%		-13%
Community college	37%	38%	56%	34%	52%	48%	54%	43%	54%	50%		4%
Another private college	27%	34%	41%	27%	43%	46%	37%	33%	52%	41%		-11%

\* 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
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018		
a. P.A. Presley Hall % occupiec	67.2	70.1	49.3	61.2	68.7	70.1	82	52.9	52.3	49.2	53%	57%
b. H.C. Turner Hall % occupiec	0	0	0	0	0	0	11.3	64.6	50	69.8		
c. Percent of Students in Dorm	54%	46%	39%	48%	55%	47%	57%	60%	59%	63%		

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

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

	Class 2014	Class 2015	Class 2016	Class 2017	Class 2018
a. Discipleship Groups contributed positively to my spiritual development	3.75	3.92	3.86	3.93	3.42
b. Chapel contributed positively to my spiritual development	4.56	4.08	4.35	3.93	3.78

**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 2018, with these summary results.

	(Scale 1-7)	Satisfaction	National 4-year privates satisfaction	Prior Years	
				2016	2013
<b>1. Academic Advising</b>					
My academic advisor is approachable		6.26	5.82	6.15	6.31
My academic advisor is concerned about my success		6.08	5.64	6.04	6.30
My academic advisor helps me set goals		5.51	5.22	5.28	6.39
<b>2. Campus Climate</b>					
Most students feel a sense of belonging here		5.35	5.28	5.56	6.19
Campus staff are caring and helpful		6.09	5.65	6.27	6.31
Faculty care about me as an individual		6.10	5.58	6.13	6.44
Campus is safe and secure for all students		4.93	5.75	5.72	5.95
Administrators are approachable to students		5.74	5.40	5.88	6.08
Intercollegiate athletic programs contribute to strong sense of school spirit		4.87	4.62		
It is an enjoyable experience to be a student on this campus		5.15	5.47	5.72	6.12
I feel a sense of pride about my campus		5.27	5.30	5.65	6.07
There is a commitment to academic excellence on this campus		5.48	5.67	5.94	6.25
Students are made to feel welcome on this campus		5.71	5.66		
I seldom get the "run-around" when seeking information on this campus		5.16	4.98	5.74	6.18
This institution shows concern for students as individuals		5.89	5.40	6.08	6.59
There is a strong commitment to racial harmony on this campus		5.33	5.58	5.27	5.73
Tuition paid is a worthwhile investment		5.20	4.95	5.40	6.20
Channels for expressing student complaints are readily available		4.75	4.91	5.18	6.02
<b>3. Campus Life</b>					
A variety of intramural activities are offered		4.53	5.17	5.11	5.56
Living conditions in the residence halls are comfortable		4.85	4.76	5.35	5.81
Residence hall staff are concerned about me as an individual		5.30	5.17	5.72	6.23
There is an adequate selection of food available in the cafeteria		3.37	4.28	3.27	5.36
Residence hall regulations are reasonable		4.67	5.03	5.42	6.04
The student handbook provides helpful information about campus life		5.37	5.32	5.73	6.27



**4. Campus Support Services**

Financial aid counselors are helpful	5.41	5.20		
Library staff are helpful and approachable	5.82	5.78	5.80	5.99
Library resources and services are adequate	5.55	5.71	5.74	6.13
Counseling staff care about students as individuals	5.67	5.41		
Computer labs are adequate and accessible	5.59	5.58	6.06	6.43
Tutoring services are readily available	5.76	5.69	6.00	6.46

**Summary Items**

a. So far, how has your college experience met your expectations?	4.63	4.65	5.15	5.43
Much worse than expected	1%	2%	2%	1%
Quite a bit worse than I expected	4%	3%	0%	2%
Worse than I expected	11%	11%	7%	6%
About what I expected	32%	31%	22%	20%
Better than I expected	20%	24%	28%	17%
Quite a bit better than I expected	17%	13%	14%	15%
Much better than expected	11%	12%	23%	36%
b. Rate your overall satisfaction with your experience here thus far?	5.30	5.29	5.67	5.98
Not satisfied at all	1%	1%	1%	1%
Not very satisfied	3%	4%	2%	2%
Somewhat dissatisfied	4%	8%	3%	2%
Neutral	12%	11%	10%	5%
Somewhat satisfied	22%	18%	14%	13%
Satisfied	37%	37%	40%	30%
Very satisfied	17%	19%	27%	45%
c. All in all, if you had to do it over, would you enroll here again?	5.14	5.23	5.76	6.04
Definitely not	4%	4%	0%	1%
Probably not	8%	7%	5%	2%
Maybe not	6%	6%	5%	3%
I don't know	15%	10%	7%	11%
Maybe yes	7%	12%	12%	5%
Probably yes	26%	26%	23%	16%
Definitely yes	30%	31%	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 2018; 28 full-time & part-time employees responded					May 2016; 37 full-time & part-time employees responded				
	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Endowments/Investments	3,040	3,133	3,385	3,124	3,318
Change in Net Assets	10%	3%	8%	-8%	6%

#### 5-Year Trend

9%
3.8% (average)

#### 2. Debt Trends

[in thousands of dollars]

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Operating Debt	0	0	0	0	0
Capital Debt	1,247	1,367	1,425	1,678	1,329
Total Debt:	1,247	1,367	1,425	1,678	1,329

7%
7%

Interest Paid on Total Debt	55.7	54.4	59.6	78.6	77.0
Principal on Total Debt	29	29	41.2	47.1	349.5
Principal and Interest on Debt	84.7	83.4	100.8	125.7	426.5
P & I Debt as % of Oper. Exp.	2.10%	1.93%	2.14%	2.74%	10.26%

38%
1105%
404%
388%

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


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

#### 1. Annual Revenues (from audit; in thousands)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Operating Revenues:					
Gross Tuition and Fees	1,542.1	1,918.5	2,193.3	1,993.4	2,235.5
Less Donor-Funded Aid	53.6	51.0	59.9	61.4	67.3
Less Institutional Aid	272.5	451.9	634.2	704.8	856.8
Less Donor and Inst. Aid	326.1	502.9	694.1	766.2	924.1
Net Tuition and Fees	1,216.0	1,415.6	1,499.2	1,227.2	1,311.4
Private Gifts	2,151.3	1,203.9	1,389.4	1,290.9	1,295.2
Investment Income	12.5	-10.2	9.6	1.2	7.1
Auxiliary Services	881.6	970.3	1,099.2	1,067.6	1,142.0
Other Income	72.6	116.8	48.2	38.1	62.9
Total Operating Revenues:	4,334.0	3,696.4	4,045.6	3,625.0	3,818.6
Non Operating Revenues:					
Other	120.4	147.2	123.5	131.7	132.3
Total Revenues:	4,454.4	3,843.6	4,169.1	3,756.7	3,950.9

#### 5-Year Trend

45%
26%
214%
183%
8%
-40%
-43%
30%
-13%
-12%
-11%

**2. Annual Expenses** (from audit; in thousands)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Educational and General					
Instruction	786.3	874.1	1,022.1	887.4	969.5
Academic Support/Library	412.0	403.2	426.6	389.4	385.0
Student Services	836.4	921.9	977.3	926.4	823.3
Institutional Support	1,011.1	1,092.9	1,039.1	1,216.9	880.1
Total Educational and Gen.	3,045.8	3,292.1	3,465.1	3,420.1	3,057.9
Auxiliary Operations	982.0	1,040.1	1,246.8	1,166.7	1,100.1
Total Operating Expenses	4,027.8	4,332.2	4,711.9	4,586.8	4,158.0
Non Operating Expense	0.0	0.0	0.0	0.0	
Total Operating and Non Operating Expenses:	4,027.8	4,332.2	4,711.9	4,586.8	4,158.0
Total Expenses per FTE**	28.5	25.7	26.6	28.9	23.7

5-Year Trend
23%
-7%
-2%
-13%
0%
12%
3%

\*\* FTE is average fulltime enrollment for the year

Change in Net Assets (Rev. - Exp.)	426.6	-488.6	-542.8	-830.1	-207.1
[Includes non-operating activities]					

**3. Financial Ratios**

*[from US Dept. of Education]*

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
1. Financial Strength Ratio	3.00	2.20	1.90	1.80	1.60
[composite ranges from -1 to +3]					
[one measure of overall health]					
2. Primary Reserve Ratio	4.5%	37.7%	22.9%	18.8%	11.8%
(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	80.0%	78.0%	77.2%	72.2%	75.9%
(Net Assets/Total Assets)					
[Capital Resources ability to borrow & financial viability]					
[Maximum applicable to Financial Strength Ratio: 30%]					
4. Net Income Ratio	9.5%	-12.7%	-13.0%	-22.1%	-5.2%
(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	20.6%	-8.1%	-11.3%	-14.5%	-4.3%
(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	1.90%	2.17%	2.42%	3.35%	10.80%
(Principal & Interest/Total Unrestricted Revenue)					
[the proportion of an institution's assets that are financed by debt]					

7. Acid Test Ratio	7.7	8.5	14.9	21.5	7.3
(Cash, Rcvbls., Mrkt.Sec./Current Liabil's)					
*in 2013-14 funds were reclassified					
8. Current Liab. to Net Assets	3.8%	3.1%	1.0%	0.9%	1.7%
(Current Liab./Net Assets)					
9. Total Liab. to Net Assets	24.9%	28.0%	29.0%	38.4%	31.7%
(Total Liabilities/Net Assets)					
10. Operating Revenue Ratio	30.2%	32.7%	31.8%	26.8%	31.5%
(Net Tuition & Fees/Total Op. Exp.)					
11. Private Gifts Ratio	53.4%	27.8%	29.5%	28.1%	31.1%
(All Private Gifts/Total Op. Exp.)					
12. Investment Income Ratio	0.3%	-0.2%	0.2%	0.0%	0.2%
(Investment Income/Total Op. Exp.)					
13. Aux. Services Income Ratio	21.9%	22.4%	23.3%	23.3%	27.5%
(Auxiliary Income/Total Op. Exp.)					
14. Tuition Discount Ratio	21.1%	26.2%	31.6%	38.4%	41.3%
(Total Institutional Financial Aid/Gross Tuition & Fees)					
15. Unfunded Discount Ratio	19.3%	24.0%	29.0%	36.0%	38.0%
(Total Unfunded Institutional Aid/Gross Tuition & Fees)					
16. Net Tuition/FTE** (thousands)	\$8.612	\$8.409	\$8.470	\$7.728	\$7.472
Percentage of Gen & Ed Rev.	34%	49%	49%	46%	47%
17. Private Gifts/FTE**	\$15.236	\$7.152	\$7.850	\$8.129	\$7.380
Percentage of Gen & Ed Rev.	60%	42%	45%	48%	46%
18. General & Educational Revenue/FTE	\$25.303	\$17.068	\$17.344	\$16.934	\$16.005
19. Auxiliary Revenue/FTE**	\$6.244	\$5.764	\$6.210	\$6.723	\$6.507
Percentage of Total Revenue	20%	25%	26%	28%	29%
20. Total Revenue per FTE**	\$31.547	\$22.832	\$23.554	\$23.657	\$22.512
21. Instruction Allocation Ratio	19.5%	20.2%	21.7%	19.3%	23.3%
(Instructional Exp./Total Op. Exp.)					
22. Acad. Support Alloc. Ratio	10.2%	9.3%	9.1%	8.5%	9.3%
(Academic Supp. Exp./Total Op. Exp.)					
23. Student Services All. Ratio	20.8%	21.3%	20.7%	20.2%	19.8%
(Student Serv. Exp./Total Op. Exp.)					
24. Instit. Support Alloc. Ratio	25.1%	25.2%	22.1%	26.5%	21.2%
(Inst. Supp. Exp./Total Op. Exp.)					
25. Aux. Ent. Allocation Ratio	24.4%	24.0%	26.5%	25.4%	26.5%
(Aux. Exp./Ttl.Op. Exp.)					
26. Debt Service to Oper. Expenses	2.1%	1.9%	2.1%	2.7%	10.3%
[= % 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>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<b>5-Year Trend</b>
Gross Tuition Revenue	1,542.2	1,918.5	2,193.3	1,993.4	2,235.6	45%
Less Institutional Aid	326.1	502.9	694.1	766.2	856.8	163%
Net Tuition Revenue	1,216.1	1,415.6	1,499.2	1,227.2	1,378.8	13%
Direct Instructional Costs *	786.3	874.2	1,022.1	887.4	969.5	23%
Academic Support Costs **	412.0	403.2	426.6	389.4	385.0	-7%
Total Direct Costs	1,198.3	1,277.4	1,448.7	1,276.8	1,354.5	13%
Net Gain (Loss)	17.8	138.2	50.5	-49.6	24.3	37%

\* 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>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<b>5-Year Trend</b>
Salaries (all employees)	1,921.3	1,955.1	2,056.4	1,845.5	1,710.2	-11%
Sal./Ben. as % of All Exp.	48%	45%	44%	40%	41%	-14%

**2. Student Financial Aid**

	<u>2008-09</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<b>10-Year Trend</b>	<b>5-Year Trend</b>
a. Federal Grants	277,031	539,150	555,914	566,690	498,694	535,772	93%	-1%
b. State Grants	14,976	374,924	368,851	428,230	381,858	434,650	na	na
c. Institutional Grants/Waivers	339,700	361,728	510,780	705,240	772,875	841,249	148%	133%
d. Scholarships External	7,850	18,156	16,900	27,370	25,350	27,250	71%	50%
e. Federal Work Study Funds	11,659	7,417	7,417	8,146	9,381	8,981	100%	21%
f. Loans	<u>1,365,409</u>	<u>1,208,515</u>	<u>1,272,441</u>	<u>1,209,371</u>	<u>1,101,712</u>	<u>1,124,156</u>	-18%	-7%
g. Total \$ of Aid	2,016,625	2,509,890	2,732,303	2,945,047	2,789,870	2,972,058	47%	18%
h. Fed./St. Grants as % of Aid	14%	37%	34%	34%	31%	32%	121%	-14%
i. Inst.Grants/Waivers % Aid	17%	15%	19%	24%	28%	29%	64%	95%
j. Loans as % of Aid	68%	48%	47%	41%	39%	38%	-44%	-21%
k. MACU Default Rate (3yr)		15.7%	16.6%	14.4%	na	na		
l. National Default Rate (3yr)		11.3%	11.5%	10.8%	na	na		

**3. Financial Aid: Borrowing Trends**

	<u>2008-09</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<b>10-Year Trend</b>	<b>5-Year Trend</b>
a. Loans as % of all aid	68%	48%	47%	41%	39%	38%	-44%	-21%
b. Percent of students w/ loans	81%	78%	75%	72%	67%	68%	-16%	-13%
c. Amount of avg. loan	9,164	7,506	7,529	6,732	7,780	4,148	-55%	-45%
d. Annual educational costs *	20,580	25,090	26,050	26,990	27,350	28,030	36%	12%
e. Avg. loan as % of annual costs	45%	30%	29%	25%	28%	15%	-67%	-51%
f. % of grads leaving w/ loans	76%	92%	96%	82%	72%	72%	-5%	-22%
g. Avg. loan at graduation	16,752	27,860	29,797	27,688	23,587	20,971	25%	-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>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>	<u>2016-17</u>	<u>2017-18</u>
a. Number of donor churches	246	238	231	226	199	199	185	179	178	185
b. Number of business donors	79	69	57	64	61	49	54	46	46	46
c. Number of alumni donors						295	299	296	283	244
* Subset - Number of graduates	307	217	202	235	229	211	231	224	175	181
d. Number of other individuals	861	660	625	613	514	361	366	282	201	199
e. Number of estate gifts		2	2	1	2	3	2	6	3	3
f. Percent of repeat donors	61.0%	59.9%	64.0%	60.8%	83.7%	69.7%	65.8%	62.0%	83.0%	62.7%
g. Number of new donors to	318	176	138	162	115	103	143	92	77	69
h. Number of undergraduate graduates					1,222	1,238	1,259	1,290	1,315	1,343
i. Number of undergraduate graduates solicited					1,113	1,072	1,086	1,075	1,045	1,093
j. Number of undergraduate graduates who donated					229	211	231	224	175	181

10-year Trend	5-Year Trend
-25%	-7%
-42%	-6%
-41%	-14%
-77%	-45%

2. Gift Income by Donor Amounts

[Restricted & Unrestricted]	<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>	<u>2016-17</u>	<u>2017-18</u>
a. Churches	501,533	548,629	477,963	469,402	478,132	596,285	421,785	402,837	406,583	349,330
b. Business/Org./Foundations	149,104	143,645	201,781	166,664	143,540	402,867	364,253	355,904	223,247	365,151
c. Alumni						243,338	289,727	311,924	296,978	232,225
* Sub-set Graduates	255,363	189,467	156,701	114,653	315,458	160,104	234,193	251,774	284,683	156,143
d. Other Individuals	261,876	324,200	391,013	326,276	1,599,296	330,599	290,475	437,896	491,234	404,375
e. Sub-Total:	1,167,876	1,205,941	1,227,458	1,076,995	2,536,426	1,573,089	1,366,240	1,508,561	1,389,192	1,397,265
f. Estates	301,493	102,619	3,540	223,176	708,745	12,755	84,637	50,570	51,213	
g. Total Given	1,507,434	1,330,077	1,080,535	2,759,602	2,281,834	1,378,995	1,593,198	1,439,762	1,448,478	
h. % of total given by Alumni						11%	21%	20%	21%	16%
i. % of total given by Graduates	21.87%	15.71%	11.78%	10.61%	11.43%	7.02%	16.98%	15.80%	19.77%	10.78%

10-Year Trend	5-Year Trend
-30%	-41%
145%	-9%
-39%	-2%
54%	22%
24%	-37%

3. Median Gift amounts

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
a. Per single gift					
of all giving	\$100.00	\$100.00	\$75.00	\$75.00	\$75.00
individual	\$65.00	\$100.00	\$75.00	\$75.00	\$75.00
church	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
organization	\$1,000.00	\$120.00	\$200.00	\$175.00	\$175.00
b. Per total giving of year					
of all giving	\$308.00	\$300.00	\$340.00	\$350.00	\$300.00
individual	\$110.00	\$100.00	\$200.00	\$150.00	\$150.00
church	\$1,200.00	\$1,000.00	\$1,275.00	\$1,200.00	\$1,000.00
organization	\$500.00	\$550.00	\$500.00	\$500.00	\$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>	<u>2016-17</u>	<u>2017-18</u>
Actual Expenses (Dept. 43)	272,602	276,351	269,776	220,116	258,484	251,588	263,708	203,362
Income*	1,175,495	989,538	2,434,655	2,151,394	1,203,993	1,389,373	1,290,978	1,295,245
	<b>0.23</b>	<b>0.28</b>	<b>0.11</b>	<b>0.10</b>	<b>0.21</b>	<b>0.18</b>	<b>0.20</b>	<b>0.16</b>

**Foundation**

Actual Expenses (Dept. 39)	2,264	61,864	68,268	51,710	35,663	34,546	33,092	18,222
Actual Expenses (Foundation)*	12,328	22,922	21,846	26,896	29,950	29,375	33,152	31,500
SUB	<b>14,592</b>	<b>84,786</b>	<b>90,114</b>	<b>78,606</b>	<b>65,613</b>	<b>63,921</b>	<b>66,244</b>	<b>49,722</b>
Income	112,189	80,658	320,686	134,543	131,358	301,348	139,932	150,284
	<b>0.13</b>	<b>1.05</b>	<b>0.28</b>	<b>0.58</b>	<b>0.50</b>	<b>0.21</b>	<b>0.47</b>	<b>0.33</b>

**Combined**

Expenses	287,193	361,137	359,890	298,721	324,096	315,509	329,952	253,084
Income	1,287,684	1,070,196	2,755,341	2,285,937	1,335,351	1,690,721	1,430,910	1,445,529
	<b>0.22</b>	<b>0.34</b>	<b>0.13</b>	<b>0.13</b>	<b>0.24</b>	<b>0.19</b>	<b>0.23</b>	<b>0.18</b>

10-Year Average	5-Year Average
	0.17
	0.42
	0.19

**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>	<u>2016-17</u>	<u>2017-18</u>
a. # who qualify	273	324	296	292	300	292	274	172	
b. Total amount given	971,224	952,932	867,890	2,506,934	1,382,586	1,170,018	1,577,150	1,107,590	
c. % of sub-total given	80.54%	77.63%	80.58%	98.84%	87.89%	85.64%	104.55%	79.73%	0.00%
d. % of total # of donors	23.06%	29.06%	26.01%	29.11%	33.19%	32.30%	34.12%	24.29%	0.00%

10-Year Average	5-Year Average
	260
	1,309,336
	71.56%
	24.78%

**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>	<u>2016-17</u>	<u>2017-18</u>
	7,375,479	7,698,636	7,789,081	8,087,144	8,126,966	8,382,860	8,344,277	