



**MID-ATLANTIC**  
CHRISTIAN UNIVERSITY

Fact Book 2019-2020

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>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	
a. Participated in at least one international mission trip	38.8%	23.3%	26.3%	30.4%	21.9%	(Graduating Student Profile)
b. Participated in at least one cross-cultural trip w/in the US	11.1%	26.7%	21.1%	0.0%	21.9%	(Graduating Student Profile)

#### 2. Church-related Ministry

a. Engaged in church-related ministry in past 2 yrs	41.2%	68.0%	57.9%	62.5%	54.9%	(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 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>	<u>Class 2019</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	5		
Total # of Certificates		3	2	3	1	2	6	2	5	5		
<b>B. Associates</b>												
AA: Biblical Studies	1	4	4	1	3	4	4	5	1	1		
AAS: Early Childhood	1	1	1									
Total # of Associate Degrees	2	5	5	1	3	4	4	5	1	1		
<b>C. Bachelor of Arts</b>												
Applied Linguistics	1	1	2		1				1	1		
Biblical Exposition	1	2	4	3	1	5		2	1	1		
Biblical Studies	1	1	2		1	1			1	1		
Counseling and Psychology						1						
Cross-Cultural Ministry		1	1		1	1						
General Ministry						2			1	1		
Preaching	1		1	1								
Youth and Family Ministry		1	2	2		2						
Total # of BA Majors	4	6	12	6	4	12	0	2	4	4		

D. Bachelor of Science

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

MINORS

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

E. Bachelor of Theology

		2										
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School of Professional Studies

A. Associates

AA: Biblical Studies								1	1	1		
Total # of Associate Degrees												

B. Bachelor of Science

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

2. Total Students Graduated

end of:	Aug	Aug	Aug	Aug	Aug	Aug
	2014	2015	2016	2017	2018	2019
	1240	1259	1290	1315	1344	1378

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

	# Grads 1990-2018	% of Known		# Grads 2019	% of Known
Preaching Ministry	51	13.3%	Preaching Ministry		--
Student/Youth/Children Ministry	35	9.1%	Student/Youth/Children Ministry		--
Other Associate Ministry	17	4.4%	Other Associate Ministry		--
Cross-Cultural Ministry	29	7.6%	Cross-Cultural Ministry		--
K-12 Teacher (Public or Private)	40	10.4%	K-12 Teacher (Public or Private)		--
Small / Corporate Business	24	6.3%	Small / Corporate Business		--
Faith-Based Nonprofit Agency	16	4.2%	Faith-Based Nonprofit Agency		--
Social Services (Mental Health)	2		Social Services (Mental Health)		--
Health Care	1		Health Care		--
Military			Military		--
Other Type of Work	151	39.3%	Other Type of Work		--
Unemployed	18		Unemployed		--
<i>Total Grads with Known Placement</i>	384	70%	<i>Total Grads with Known Placement</i>	0	--
Unknown Placement	168	30%	Unknown Placement		--
Total Grads (Known + Unknown)	552		Total Grads (Known + Unknown)	0	
Graduate School	53	13.8%	Graduate School		--
Further Education (not grad)	43	11.2%	Further Education (not grad)		--

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

## 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 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	10-Yr. Trend	5-Yr. Trend
<b>A. Certificates</b>												
Biblical Studies	1	0										
Prof Christian Ministries									0	2		
Prof Christian Ministries (online)									1	4		
TESOL	4	2	2	2	1							
Family Life Education	8	7	4	4	11	14	7	10	6	7	-13%	-50%
<b>B. Associates</b>												
AA: Biblical Studies	11	13	9	14	13	10	11	6	10	3	-73%	-70%
AA: Biblical Studies (online)					5	6	5	2	2	3		-50%
AA: General Studies									15	3		
AA: General Studies (Nursing)										5		
AAS: Early Childhood	3											
<b>C. Bachelor of Arts</b>												
Applied Linguistics	7	4	3	0	1	4	4	5	6	3	-57%	-25%
Biblical Exposition/Studies							0	1	0	0		
Biblical Exposition w/ minor (1)	1	1	2									
Business Admin: Human Resou										0		
Business Admin: Org Lead							0	3	1	0		
Business Admin: Sport Man							0	1	1	1		
Counseling and Psychology	3	3	7	7	8	7	3	3	5	1	-67%	-86%
Cross-Cultural Ministry	6	5	5	6	2	1	0	0	0	1	-83%	0%
Elementary Education		0	1	0	0	0	0	0	0	0		
Entrepreneurial Leadership (2)	0	0	0	1	0	2						
Ministry/General Ministry	0	1	2	4	6	5	5	3	2	2	200%	-60%
Ministry: Preaching										2		
Preaching	6	3	2									
Youth and Family Ministry	9	11	10	5	5	2	1	5	3	2	-78%	0%
<b>D. Bachelor of Science</b>												
Biblical Exposition/Studies							2	4	4	3		
Biblical Exposition w/ minor (1)	8	5	3									
Biblical Studies w/ minor	8	2	0									
Biblical Studies (Nursing)	5	6	9	8	14	12	8	6	9	2		-83%
Biology								12	9	13		
Biopsychology										1		
Business Admin: Human Resou										3		
Business Admin: Org Lead							12	18	18	14		
Business Admin: Sport Man							15	12	26	29		
Counseling and Psychology	20	23	29	24	29	37	28	35	34	34	70%	-8%
Cross-Cultural Ministry	6	8	4	6	5	8	7	6	2	4	-33%	-50%
Elementary Education		16	17	20	16	29	19	18	18	18		-38%

Entrepreneurial Leadership (2)	18	18	12	9	19	19								
Ministry/General Ministry	4	5	7	9	17	9	10	8	8	4			0%	-56%
Ministry:Preaching										1				
Missions Aviation	0	0	1	3	0	3	1							
Preaching	14	11	6	1	1	1								
Science Education										1				
Youth and Family Ministry	26	24	22	15	24	27	31	28	19	21			-19%	-22%

MINORS

Counseling	26	24	18	14	14	8	20	21	9	8			-69%	0%
Cross-Cultural Ministry	6	10	7	4	10	2	7	8	6	3			-67%	50%
Elementary Education	5													
Family Studies	8	6	9	8	13	6	13	9	9	10			25%	67%
Flight Education		1	1	0	0	0	0							
Military Science (ROTC)	2	1	3	1	0	0	3	1	0	0				0%
Nonprofit Administration	0	2	3	7	4	1	2	8	4	2			--	100%
Preaching	5	4	3	2	2					1				
Professional Education	3	2												
Youth Ministry	1	1												
Worship and Music	20	22	14	3	2	2								

E. School of Professional Studies

Prof Christian Ministries									0	0				
Prof Christian Ministries (online)									2	1				

Associate of Arts: Biblical Studies			0	4	0	1	2	0	0	0				0%
Associate of Arts: Biblical Studies (online)					10	3	6	3	1	1				-67%

Business Administration (2)							0	0	1	1				
Business Administration (online)							4	4	4	1				
Christian Ministry			2	4	4	2	0	0	0	0				-100%
Christian Ministry (online)					3	3	6	6	3	3				0%
Family Studies	1	2	5	3	0	1	1	1	0	0				0%
Family Studies (online)					3	3	1	1						
Organizational Leadership (2)	4	3	6	6	1	1	1							
Organizational Leadership (online) (2)					9	4	1							

F. Bachelor of Theology

	3	0	0	0	1	0	0							
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(1) During the 07-08 school year many of the minors were raised to majors; in addition a 30 hour Bible major was utilized for some programs.

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

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

1. Graduating Seniors Evaluations (SUS Students	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018	Spring 2019
Number of respondents	9	23	26	31	9	13	24	17	24	34
1. % graduating in 4 years (BA/BS)	18.2	42.1	54.5	31	62.5	40	71.4	35.7	69.6	73.3
2. % who are female	42.1	39.1	38.5	41.9	55.6	61.5	58.3	64.7	62.5	50
3. % with full-time job secured (4 year)	21.1	34.8	57.1	41.9	33.3	33.3	12.5	38.5	39.1	43.3
4. % going to grad school (4 year)	31.6	26.1	42.9	25.8	33.3	55.5	33.3	30.8	21.7	36.7
Effectiveness of (5 = highest)										
5. Bible and Theology courses	4.26	4.48	4.50	4.50	4.25	4.23	4.42	3.94	4.25	4.24
6. General Studies courses	4.06	3.95	4.00	4.21	3.56	3.64	4.17	3.94	3.83	3.90
7. Professional courses*	4.06	4.23	4.36	4.40	4.00	4.00	4.50	4.43	4.29	4.31
a. Preaching	5.00	5.00	3.75	4.25	na	na	na	na	na	na
b. Youth & Family Ministry	5.00	4.33	4.60	4.56	4.75	4.33	4.17	4.43	4.10	3.75
c. Worship & Music	na	4.00	4.50	3.50	na	na	3.50	na	na	na
d. Business	3.75	4.00	4.75	4.00	1.00	2.00	5.00	4.00	4.00	4.67
e. Counseling	5.00	4.50	4.25	4.50	4.75	4.33	4.64	3.67	4.40	4.67
f. Teacher Education	3.67	3.50	na	4.40	na	na	4.67	4.67	4.50	4.00
g. Cross-Cultural	na	4.50	4.75	5.00	4.00	3.00	na	na	4.50	4.00
h. General Ministry				3.67	3.00	4.00	4.50	na	4.25	4.00
(Scores from those graduating students within the program rating those professional courses)										
8. I feel well prepared for work	3.84	4.13	4.38	4.35	4.00	3.92	4.33	4.13	4.21	4.06
9. Overall, I received a quality education	4.05	4.48	4.58	4.35	4.11	4.38	4.46	4.25	4.25	4.00
10. I'd recommend MACU to others	3.79	4.35	4.38	4.33	4.11	4.08	4.33	3.69	4.04	3.79
11. Courses improved writing ability	3.68	3.83	4.38	4.45	4.44	4.23	4.32	4.00	3.88	3.81
12. Courses improved my skills in compi	3.89	3.58	4.36	4.00	4.22	3.27	4.00	3.50	3.82	3.61
13. Course improved my intellectual skills				4.48	4.33	4.15	4.30	4.06	4.00	4.12
14. Course improved my speaking skills				4.35	4.89	4.15	4.32	3.69	3.96	4.12
15. Courses were challenging	4.06	4.55	4.58	4.58	4.50	4.31	4.50	4.44	4.38	4.12
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	3.97
17. Helped me grow in the area of trusting in God				4.42	4.44	4.23	4.33	3.94	4.04	3.79
18. Helped me have insight into the trouble of others				4.35	4.44	4.23	4.21	3.93	3.88	3.73
19. Helped me to respect my own religious tradition				4.23	4.33	4.00	4.50	3.75	4.04	3.88
20. Helped me to respect other religious traditions				4.19	4.44	4.15	4.33	3.94	4.17	3.97
21. Increased my empathy for the poor/oppressed				4.23	4.22	4.15	4.13	4.00	4.04	3.53
22. Increased my ability to live my faith				4.32	4.44	4.15	4.42	4.00	4.17	3.88

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

	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>	Fall <u>2019</u>	10-Yr. Average	5-Yr. Average
a. Percentage Dismissed	6.5%	3.6%	4.2%	6.7%	2.6%	2.9%	4.3%	2.1%	6.8%	4.6%	4.4%	4.1%
b. Percentage on Probation	<u>1.8%</u>	<u>3.0%</u>	<u>7.3%</u>	<u>7.3%</u>	<u>8.7%</u>	<u>3.4%</u>	<u>7.0%</u>	<u>6.3%</u>	<u>12.7%</u>	<u>9.6%</u>	6.7%	7.8%
c. Total Percentage	8.3%	6.6%	11.5%	14.0%	11.2%	6.4%	11.3%	8.4%	19.5%	14.2%		
	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>	Spring <u>2019</u>	10-Yr. Average	5-Yr. Average
d. Percentage Dismissed	6.5%	2.6%	4.5%	7.6%	3.2%	4.4%	2.3%	4.5%	3.7%	4.8%	4.4%	3.9%
e. Percentage on Probation	<u>5.2%</u>	<u>1.9%</u>	<u>2.6%</u>	<u>4.5%</u>	<u>8.4%</u>	<u>3.3%</u>	<u>4.0%</u>	<u>6.4%</u>	<u>4.2%</u>	<u>1.8%</u>	4.2%	3.9%
f. Total Percentage	11.6%	4.5%	7.1%	12.1%	11.6%	7.7%	6.3%	10.9%	7.9%	6.6%		

\* Based on # of credit students

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

	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>	2019 <u>2020</u>	10-Yr. Average	5-Yr. Trend
[GPA = 3.5+ out of 4.0]											24%	29%
a. Percent of students in fall*	17.0%	19.9%	16.7%	15.5%	26.2%	29.1%	30.4%	36.8%	25.0%	25.8%	25%	29%
b. Percent of students in spring*	22.4%	25.2%	20.0%	17.1%	25.3%	30.0%	27.4%	26.9%	32.9%			

\* Based on eligible students

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

Library Resources	<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>	<u>2018-19</u>	10-Yr. Trend	5-Yr. Trend
<i>Size of Collection:</i>												
1. Number of print volumes	35,486	35,516	35,545	37,106	33,215	33,594	33,941	34,189	34,464	34,783	-2%	4%
2. Number of e-book volumes			601	919	1,332	1,572	1,572	1,894	1,993	1,993		27%
3. Number of media items	<u>2,910</u>	<u>2,917</u>	<u>2,923</u>	<u>2,919</u>	<u>2,929</u>	<u>2,797</u>	<u>2,812</u>	<u>2,817</u>	<u>2,819</u>	<u>2,371</u>	-19%	-15%
4. Total number in collection	38,396	38,433	39,069	40,944	37,476	37,963	38,325	38,900	39,276	39,147	2%	3%
<i>Number Added Annually:</i>												
5. Number of print volumes	640	491	427	219	224	601	409	296	311	126	-80%	-79%
6. Number of e-book volumes			601	318	413	240	0	322	99	0		-100%
7. Number of media items	<u>7</u>	<u>7</u>	15	<u>25</u>	<u>24</u>	<u>123</u>	15	5	3	3	-57%	-98%
8. Total number added	647	498	1,043	562	661	964	424	623	413	129	-80%	-87%
<i>Circulation Statistics:</i>												
9. General collection transactions	2,806	2,381	2,199	1,474	1,826	1,460	1,778	1,369	1,562	1,136		
10. E-book transactions				3,589	3,577	3,468	11,561	25,284	15,177	13,896		
11. Reserve collection transactions	1,007	702	868	734	606	1,336	1,230	1,624	1,566	1,204		
12. Non-reserve materials used in lib	<u>5,249</u>	<u>4,295</u>	<u>4,303</u>	<u>3,074</u>	<u>2,581</u>	<u>2,747</u>	<u>3,767</u>	<u>3,245</u>	<u>2,743</u>	<u>2,978</u>		
13. Total number circulated	9,062	7,378	7,370	8,871	8,590	9,011	18,336	31,522	21,048	19,214	112%	113%
<i>Interlibrary Loans:</i>												
14. Loaned to other libraries	4	3	3	15	150	125	124	58	65	0	-100%	-100%
15. Borrowed from other libr.	22	17	2	2	96	21	34	31	32	30	36%	43%
16. Information Literacy sessions	6	6	6	12	6	8	11	6	6	31	417%	288%
17. # students in sessions	70	95	90	140	155	156	256	165	153	522	646%	235%



*Library Expenses:*

18. Cost for personnel	60,390	79,702	46,723	60,600	95,478	94,766	98,131	93,379	94,777	90,726	50%	-4%
19. Cost for items added	8,486	7,836	9,771	19,489	15,005	24,015	31,069	38,560	42,590	49,374	482%	106%
20. Cost for other expenses	<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>	<u>8,432</u>	127%	74%
21. Total cost for library	72,597	93,106	60,462	95,672	116,853	123,640	137,709	139,038	146,040	148,531	105%	20%
22. Library as % of E & G *	2.0%	2.1%	2.4%	3.4%	3.8%	3.8%	4.0%	4.1%	4.8%	4.7%	131%	25%

\* 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>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>	Fall <u>2019</u>	<b>10-Yr. Trend</b>	<b>5-Yr. Trend</b>
<b>1. University Recruitment Trends (All Schools)</b>												
a. Total number of applicants	221	181	266	237	340	328	347	299	392	377	71%	15%
b. Number of applicants accepted	107	74	117	92	129	146	167	135	181	177	65%	21%
c. Number of first-time full-time enrollees	25	27	37	40	48	55	50	54	63	55	120%	0%
d. Number of transfer enrollees	26	15	25	25	21	17	18	10	17	18	-31%	6%
e. Number Matriculated*	69	57	71	75	75	78	75	70	85	89	29%	14%
* Include Audits												
<b>2. SUS 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>	Fall <u>2019</u>	<b>10-Yr. Trend</b>	<b>5-Yr. Trend</b>
a. Total number of applicants	217	175	251	231	330	324	333	288	377	374	72%	15%
b. Number of applicants accepted	102	70	109	86	120	142	243	128	169	174	71%	23%
c. Number of first-time full-time enrollees	25	27	37	40	48	55	48	54	63	55	120%	0%
d. Number Matriculated	64	55	64	69	73	73	66	67	83	86	34%	18%
<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>	Fall <u>2019</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	3	-40%	-25%
b. Number of applicants accepted	5	4	8	6	10	4	14	7	12	3	-40%	-25%
c. Number Matriculated	5	2	4	5	6	2	9	3	2	3	-40%	50%
<b>4. SAT Critical Reading for Entering Freshmer</b> [Out of 800 total possible]	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. MACU Average Score	499	490	430	433	462	467	473					
b. NC Average	497	493	491	495	499	498	502					
c. U.S. National Average	500	497	496	496	497	495	494					
<b>5. SAT Writing for Entering Freshmen</b> [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>					
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> [Out of 800 total possible]								Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	<b>10-Yr. Average</b>	<b>5-Yr. Average</b>
a. MACU Average Score								585	479	522		
b. NC Average								546	554	554		
c. U.S. National Average								533	536	531		

											10-Yr.	5-Yr.
											Average	Average
<b>7. SAT Math for Entering Freshmen</b>												
[Out of 800 total possible]												
a. MACU Average Score												483
b. NC Average												527
c. U.S. National Average												521
<b>8. Fall Enrollment (School of Undergrad Studies)</b>	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr.	5-Yr.
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Trend	Trend
a. Headcount for on-campus	164	159	153	140	162	185	162	180	197	172	5%	-7%
b. FTE for on-campus	151.75	147.13	137.92	132.33	149.83	173.75	151	167.58	180.41	167.92	11%	-3%
c. Credit Hours for on-campus	2247	2225.5	1933.5	1872	2143	2548	2284	2493	2613	2347	4%	-8%
d. Headcount for online				4	7	6	6	2	4	4		-33%
e. FTE for online				1.5	4.25	2.5	3.4	1.08	3.08	1.75		-30%
f. Credit Hours for online				18	52	30	44	13	37	21		-30%
<b>9. Fall Enrollment (School of Professional Studies)</b>	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr.	5-Yr.
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Trend	Trend
a. Headcount for on-campus	5	6	12	4	6	5	4	1	2	1		-80%
b. FTE for on-campus			8.42	2.25	4.25	3.75	3.08	1	1.75	1		-73%
c. Credit Hours for on-campus			104	30	63	51	40	17	24	12		-76%
d. Headcount for online				14	24	13	20	14	9	9		-31%
e. FTE for online				9.58	13.33	10	14.58	9.5	6.25	5.5		-45%
f. Credit Hours for online				126	160	126	175	120	66	69		-45%
<b>10. Fall Enrollment (Non-Degree Seeking)</b>										Fall		
										2019		
a. Headcount for dual enrollment										11		
b. Credit Hours for dual-enrollment										78		
c. Headcount for audit only										2		
<b>11. Spring Enrollment (School of Undergrad Studies)</b>	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	10-Yr.	5-Yr.
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Trend	Trend
a. Headcount for on-campus	146	147	137	127	149	155	145	171	158	152	4%	-2%
b. FTE for on-campus	133.9	133.91	137.58	115.67	140.42	146.42	134	156.67	146.75	149	11%	2%
c. Credit Hours for on-campus	1948	1959	1895.5	1642	1989	2166	2007	2280	2064	2057	6%	-5%
d. Headcount for online				12	7	2	2	4	7	2		0%
e. FTE for online				7.58	5	1	1.25	1	4.5	1.5		50%
f. Credit Hours for online				91	60	12	18	12	57	18		50%
<b>12. Spring Enrollment (School of Professional Studies)</b>	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	10-Yr.	5-Yr.
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Trend	Trend
a. Headcount for on-campus	5	8	20	4	5	6	2	2	1	2		-67%
b. FTE for on-campus				2.75	4	5.75	2	2	1	2		-65%
c. Credit Hours for on-campus				33	51	83	27	37	15	33		-60%
d. Headcount for online				15	23	17	12	19	6	9		-47%
e. FTE for online				10.67	15.58	10.91	8.25	12.25	4	5		-54%
f. Credit Hours for online				131	187	131	99	156	48	60		-54%

**13. Spring Enrollment (Non-Degree Seeking)**

Spring  
2020  
4  
18  
5

- a. Headcount for dual enrollment
- b. Credit Hours for dual-enrollment
- c. Headcount for audit only

**12. Total Annual Enrollment**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	10-Yr. Trend	5-Year Trend
[includes auditors]	<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>	<u>2020</u>		
a. Fall headcount	179	169	170	165	199	209	192	197	212	199	11%	-5%
b. Spring headcount	158	159	160	158	184	180	161	196	172	174	10%	-3%
c. Total (unduplicated)	187	190	188	183	222	228	205	214	227			

**13. Total Annual FTE Enrollment**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	10-Yr. Trend	5-Year Trend
	<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>	<u>2020</u>		
a. Fall FTE	151.75	147.13	146.3	145.7	171.67	190	172.08	179.17	191.49	182.75	20%	-4%
b. Spring FTE	133.9	133.91	137.58	136.67	165	164.08	145.5	171.9	156.25	159	19%	-3%

**14. Total Matriculated Students**

	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>				
	3723	3815	3901	3983	4100	4191				

**15. Provisional Admissions**

	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr. Average	5-Year Average
	<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>		
a. # / % Entered as Provisional	12 / 19%	14 / 25%	14 / 22%	20 / 32%	10 / 13%	23 / 29%	11 / 15%	5 / 8%	18 / 22%	8 / 9%	19%	17%
b. # / % Eligible to continue after 1st Semester	10 / 83%	11 / 79%	10 / 71%	13 / 65%	8 / 80%	17 / 74%	6 / 55%	2 / 40%	4 / 22%	3 / 38%		
c. # / % Enrolled 2nd Semester	8 / 67%	10 / 71%	7 / 50%	11 / 55%	5 / 50%	18 / 78%	4 / 36%	2 / 40%	3 / 17%	3 / 38%		
d. # / % Eligible to continue after 2nd Semeste	8 / 67%	6 / 43%	8 / 57%	11 / 55%								
e. # / % Enrolled 3rd Semester	7 / 58%	3 / 21%	4 / 29%	7 / 35%	5 / 50%	12 / 52%	3 / 27%	2 / 40%	0 / 0%			
f. # who graduated	5	3	1	2	2	6	1	0				

**16. Retention Trends (First time, full-time, 4-yr)**

	2009-->10	2010-->11	2011-->12	2012-->13	2013-->14	2014-->15	2015-->16	2016-->17	2017-->18	2018-->19	10-Yr. Average	5-Year Average
a. MACU Freshman to Sophomore	50%	57%	45%	54%	58%	74%	60%	63%	65%	40%	57%	60%
b. Christian Church/Church of Christ Schools' Average	66%	65%	64%	67%	64%	67%	62%	69%	64%			

**17. Graduation Trends\***

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	10-Yr. Average	5-Year Average
a. MACU Graduation Rates	37%	37%	63%	59%	36%	38%	38%	25%	28%	32%	39%	32%
b. Christian Church/Church of Christ Schools' A	44%	42%	40%	42%	42%	43%	44%	42%	48%			

\* 150% of program time (overall)

**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.)	2014-15	2015-16	2016-17	2017-18	2018-19	Over the last 5 years:	
						\$ Increase	% Increase
<i>Boise Bible College</i>	375	375	375	386	399	24	6.40%
<i>Central Christian College of the Bible</i>	300	300	300	300	300	0	0.00%
<i>Dallas Christian College</i>	456	488	517	557	557	101	22.15%
Great Lakes Christian College	437	455	455	495	525	88	20.14%
Hope International University	1,120	1,230	1,290	1,395	1,465	345	30.80%
Johnson University	370	385	410	435	470	100	27.03%
Johnson University Florida	440	440	440	435	470	30	6.82%
Kentucky Christian University	550	580	605	605	625	75	13.64%
Lincoln Christian University	527	430	434	434	440	-87	-16.51%
Manhattan Christian College	548	575	604	622	640	92	16.79%
<b>Mid-Atlantic Christian University</b>	<b>400</b>	<b>420</b>	<b>425</b>	<b>440</b>	<b>450</b>	<b>50</b>	<b>12.50%</b>
Milligan College (1-5 hrs)	770	800	840	870	905	135	17.53%
Nebraska Christian College of Hope International	550	625	710	724	760	210	38.18%
<i>Ozark Christian College</i>	335	345	355	370	390	55	16.42%
Point University	650	650	650	650	650	0	0.00%
<i>St. Louis Christian College</i>	295	325	350	360	370	75	25.42%
William Jessup University	<u>1,060</u>	<u>1,120</u>	<u>1,190</u>	<u>1,260</u>	<u>1,390</u>	<u>330</u>	<u>31.13%</u>
Average for all 17 schools	540	561	585	608	636	95	15.79%
Average for 12 regionally accredited:	619	643	671	697	733	114	18.43%
Median for all 17 schools				495	525		

Price of Attendance, Full-time, First-time [living on campus] (as reported in IPEDS): (italics = not regionally accredited.)	2014-15	2015-16	2016-17	2017-18	2018-19	Over the last 5 years:	
						\$ Increase	% Increase
<i>Boise Bible College</i>	26,565	26,415	25,900	26,380	23,818	-2,747	-10.34%
<i>Central Christian College of the Bible</i>	22,727	21,348	24,210	24,033	24,043	1,316	5.79%
<i>Dallas Christian College</i>	27,192	28,856	30,274	33,844	33,844	6,652	24.46%
Great Lakes Christian College	26,090	28,540	24,992	25,772	27,742	1,652	6.33%
Hope International University	40,872	42,628	45,146	46,824	49,047	8,175	20.00%
Johnson University	22,337	23,219	23,460	25,048	27,062	4,725	21.15%
Johnson University Florida	22,319	22,319	22,582	22,848	26,718	4,399	19.71%
Kentucky Christian University	29,970	31,654	32,502	33,304	33,424	3,454	11.52%
Lincoln Christian University	28,585	25,650	25,899	26,137	26,581	-2,004	-7.01%
Manhattan Christian College	26,502	26,724	27,688	29,196	30,352	3,850	14.53%
<b>Mid-Atlantic Christian University</b>	<b>26,050</b>	<b>26,790</b>	<b>28,350</b>	<b>29,230</b>	<b>30,450</b>	<b>4,400</b>	<b>16.89%</b>
Milligan College	39,680	39,248	41,098	42,420	43,802	4,122	10.39%
Nebraska Christian College of Hope International	25,450	27,450	28,750	29,540	33,564	8,114	31.88%
<i>Ozark Christian College</i>	19,696	20,402	21,094	22,448	22,178	2,482	12.60%
Point University	27,600	28,600	30,400	30,500	30,500	2,900	10.51%
<i>St. Louis Christian College</i>	17,525	18,655	20,140	20,510	20,910	3,385	19.32%
William Jessup University	<u>39,896</u>	<u>41,699</u>	<u>44,309</u>	<u>46,594</u>	<u>49,747</u>	<u>9,851</u>	<u>24.69%</u>
Average for all 17 schools	27,592	28,247	29,223	30,272	31,399	3,807	13.67%
Average for 12 regionally accredited:	29,991	30,643	31,265	32,284	34,082	3,440	11.22%
Median for all 18 schools			27,688	29,196	30,352		

**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**

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

**3. ETS Proficiency Profile**

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

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

1. Faculty of Sufficient Size	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr. Average	5-Year Average
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		
a. Student:Faculty Ratio	10.5	11.7	10.4	12.1	12.0	12.0	10.7	10.2	9.5	9.2	10.82	10.31
b. Faculty Composition												
Faculty (FTE)	14.34	12.58	14.08	14.08	16.3	18.8	18.4	19.4	20	20.5	16.85	19.42
Percent who are part-time (head count)	65%	86%	82%	78%	74%	74%	72%	70%	69%	65%	74%	70%

\* Includes adjuncts from the Christian College Consortium for Distance Learning (relationship began Spring 2004, ended 2014)

2. Faculty of Diversity*	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr. Average	5-Year Average
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		
a. % female full-time faculty	14.3%	14.3%	16.6%	12.5%	12.5%	20.0%	27.2%	25.0%	28.6%	28.6%	20%	26%
b. % FT with doctorates	42.9%	71.0%	67.0%	75.0%	75.0%	70.0%	63.6%	75.0%	71.0%	71.4%	68%	70%
c. % FT in doctoral programs	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%		
d. % of minorities	11.8%	10.0%	5.5%	5.5%	9.6%	10.5%	10.8%	10.8%	7.7%	7.7%		

\*Does not include teaching administration

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

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

	Class	Class	Class	Class
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
a. Engaged in Christian Service	83%	90%		94%
b. Volunteer work in the community or church	75%	85%		100%
c. MACU prepare you for serving in churches/community?				95%
d. My major provided adequate knowledge and skills.				90%
e. Did your MACU education prepare you adequately for further educational goals?				75%
f. If you had to do it over, would you attend MACU?				83%

## 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 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	10-Yr. Trend	5-Yr. Trend
<i>All College Students:</i>												
a. Percent who are part-time	20%	21%	24%	20%	24%	14%	15%	13%	14%	15%	-25%	7%
b. Percent who are women	40%	44%	48%	52%	60%	57%	55%	54%	44%	39%	-3%	-32%
c. Percent who are non Rest.Mv	34%	38%	51%	53%	60%	62%	55%	50%	50%	54%	59%	-13%
d. Percent who are internationals	[only 1]	[only 1]	[only 1]	0%	2%	1%	2%	2%	2%	2%	na	na
e. Percent who are U.S. minoritic	24%	23%	29%	30%	33%	27%	31%	29%	40%	35%	46%	30%
f. Percent who are married	32%	32%	22%	18%	21%	16%	15%	12%	9%	7%	-78%	-56%
<i>New College Students:*</i>												
g. Family member attended MAC	21%	29%	16%	13%	10%	10%	4%	17%	9%	6%	-72%	-41%
h. Family member in paid ministr	18%	26%	23%	13%	19%	27%	27%	19%	14%	14%	-24%	-50%
i. One parent household	23%	17%	40%	30%	20%	22%	25%	30%	35%	32%	41%	47%
j. Have own computer here	84%	83%	79%	82%	86%	86%	90%	98%	88%	91%	8%	6%
k. Plan to graduate from MACU	76%	66%	86%	90%	92%	79%	82%	92%	88%	84%	11%	6%
l. Home church under 100	30%	51%	33%	33%	45%	45%	32%	42%	41%	31%		-31%
m. Home church 101-249	33%	26%	35%	29%	16%	19%	30%	26%	28%	21%		11%
n. Home church 250-499	14%	20%	16%	22%	20%	24%	15%	19%	6%	15%		-38%
o. Home church 500-999	0%	3%	5%	7%	10%	2%	2%	6%	9%	10%		400%
p. Home church 1000-4999	14%	0%	7%	7%	8%	2%	8%	6%	2%	9%		350%
q. Home church 5000+	2%	0%	2%	2%	0%	5%	4%	0%	4%	1%		-80%
r. I have no home church									11%	12%		
s. From small town/rural area	40%	52%	51%	67%	54%	74%	62%	64%	64%	59%		-20%
t. From larger town (10-100,000)	28%	20%	23%	13%	24%	19%	13%	21%	13%	21%		11%
u. From suburb of large city	16%	11%	12%	13%	7%	5%	8%	6%	9%	4%		-20%
v. From large city (100,000+)	12%	14%	14%	7%	4%	3%	12%	9%	15%	9%		200%
w. From major city (1 million +)	5%	6%	0%	0%	4%	2%	10%	0%	2%	10%		0%
x. Other colleges considered:												
State university	48%	42%	53%	54%	56%	47%	62%	58%	65%	61%		30%
Another Christian college	45%	64%	29%	65%	54%	56%	52%	52%	47%	41%		-27%
Community college	38%	56%	34%	52%	48%	54%	43%	54%	50%	49%		-9%
Another private college	34%	41%	27%	43%	46%	37%	33%	52%	41%	61%		65%

\* 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
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		
a. P.A. Presley Hall % occupiec	70.1	49.3	61.2	68.7	70.1	82	52.9	52.3	49.2	35.2	54%	61%
b. H.C. Turner Hall % occupiec	0	0	0	0	0	11.3	64.6	50	69.8	83		
c. Percent of Students in Dorm	46%	39%	48%	55%	47%	57%	60%	59%	63%	64%		

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 2015	Class 2016	Class 2017	Class 2018	Class 2019
a. Discipleship Groups contributed positively to my spiritual development	3.92	3.86	3.93	3.42	3.57
b. Chapel contributed positively to my spiritual development	4.08	4.35	3.93	3.78	3.66

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

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

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

#### 1. Endowment Trends [in thousands of dollars]

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Endowments/Investments	3,133	3,385	3,124	3,318	3,502
Change in Net Assets	3%	8%	-8%	6%	5%

#### 5-Year Trend

12%
2.8% (average)

#### 2. Debt Trends

[in thousands of dollars]

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Operating Debt	0	0	0	0	0
Capital Debt	1,367	1,425	1,678	1,329	1,577
Total Debt:	1,367	1,425	1,678	1,329	1,577
Interest Paid on Total Debt	54.4	59.6	78.6	77.0	71.0
Principal on Total Debt	29	41.2	47.1	349.5	52
Principal and Interest on Debt	83.4	100.8	125.7	426.5	123.0
P & I Debt as % of Oper. Exp.	1.93%	2.14%	2.74%	10.26%	2.83%
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

15%
15%

31%
79%
47%
47%


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

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

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Operating Revenues:					
Gross Tuition and Fees	1,918.5	2,193.3	1,993.4	2,235.5	2,363.7
Less Donor-Funded Aid	51.0	59.9	61.4	67.3	86.0
Less Institutional Aid	451.9	634.2	704.8	856.8	788.9
Less Donor and Inst. Aid	502.9	694.1	766.2	924.1	874.9
Net Tuition and Fees	1,415.6	1,499.2	1,227.2	1,311.4	1,488.8
Private Gifts	1,203.9	1,389.4	1,290.9	1,295.2	1,203.7
Investment Income	-10.2	9.6	1.2	7.1	1.0
Auxiliary Services	970.3	1,099.2	1,067.6	1,142.0	1,184.8
Other Income	116.8	48.2	38.1	62.9	48.3
Total Operating Revenues:	3,696.4	4,045.6	3,625.0	3,818.6	3,926.6
Non Operating Revenues:					
Other	147.2	123.5	131.7	132.3	182.4
Total Revenues:	3,843.6	4,169.1	3,756.7	3,950.9	4,109.0

#### 5-Year Trend

23%
69%
75%
74%
5%
0%
-110%
22%
-59%
6%
7%

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

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Educational and General					
Instruction	874.1	1,022.1	887.4	969.5	1,008.9
Academic Support/Library	403.2	426.6	389.4	385.0	374.8
Student Services	921.9	977.3	926.4	823.3	789.1
Institutional Support	1,092.9	1,039.1	1,216.9	880.1	997.3
Total Educational and Gen.	3,292.1	3,465.1	3,420.1	3,057.9	3,170.1
Auxiliary Operations	1,040.1	1,246.8	1,166.7	1,100.1	1,183.7
Total Operating Expenses	4,332.2	4,711.9	4,586.8	4,158.0	4,353.8
Non Operating Expense	0.0	0.0	0.0		
Total Operating and Non Operating Expenses:	4,332.2	4,711.9	4,586.8	4,158.0	4,353.8
Total Expenses per FTE**	25.7	26.6	28.9	23.7	25.1
** FTE is average fulltime enrollment for the year					
Change in Net Assets (Rev. - Exp.)	-488.6	-542.8	-830.1	-207.1	-244.8
[Includes non-operating activities]					

5-Year Trend	
	15%
	-7%
	-14%
	-9%
	-4%
	14%
	0%

**3. Financial Ratios**

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
<i>[from US Dept. of Education]</i>					
1. Financial Strength Ratio	2.20	1.90	1.80	1.60	
[composite ranges from -1 to +3]					
[one measure of overall health]					
2. Primary Reserve Ratio	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	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	-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%]					
<i>[from other Sources]</i>					
5. Return on Net Assets Ratio	-8.1%	-11.3%	-14.5%	-4.3%	-3.5%
(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	2.17%	2.42%	3.35%	10.80%	2.99%
(Principal & Interest/Total Unrestricted Revenue)					
[the proportion of an institution's assets that are financed by debt]					

7. Acid Test Ratio	8.5	14.9	21.5	7.3	8.6
(Cash, Rcvbls., Mrkt.Sec./Current Liabil's)					
8. Current Liab. to Net Assets	3.1%	1.0%	0.9%	1.7%	2.2%
(Current Liab./Net Assets)					
9. Total Liab. to Net Assets	28.0%	29.0%	38.4%	31.7%	41.0%
(Total Liabilities/Net Assets)					
10. Operating Revenue Ratio	32.7%	31.8%	26.8%	31.5%	34.2%
(Net Tuition & Fees/Total Op. Exp.)					
11. Private Gifts Ratio	27.8%	29.5%	28.1%	31.1%	27.6%
(All Private Gifts/Total Op. Exp.)					
12. Investment Income Ratio	-0.2%	0.2%	0.0%	0.2%	0.0%
(Investment Income/Total Op. Exp.)					
13. Aux. Services Income Ratio	22.4%	23.3%	23.3%	27.5%	27.2%
(Auxiliary Income/Total Op. Exp.)					
14. Tuition Discount Ratio	26.2%	31.6%	38.4%	41.3%	37.0%
(Total Institutional Financial Aid/Gross Tuition & Fees)					
15. Unfunded Discount Ratio	24.0%	29.0%	36.0%	38.0%	38.0%
(Total Unfunded Institutional Aid/Gross Tuition & Fees)					
16. Net Tuition/FTE** (thousands)	\$8.409	\$8.470	\$7.728	\$7.472	\$8.566
Percentage of Gen & Ed Rev.	49%	49%	46%	47%	51%
17. Private Gifts/FTE**	\$7.152	\$7.850	\$8.129	\$7.380	\$6.926
Percentage of Gen & Ed Rev.	42%	45%	48%	46%	41%
18. General & Educational Revenue/FTE	\$17.068	\$17.344	\$16.934	\$16.005	\$16.825
19. Auxiliary Revenue/FTE**	\$5.764	\$6.210	\$6.723	\$6.507	\$6.817
Percentage of Total Revenue	25%	26%	28%	29%	29%
20. Total Revenue per FTE**	\$22.832	\$23.554	\$23.657	\$22.512	\$23.642
21. Instruction Allocation Ratio	20.2%	21.7%	19.3%	23.3%	23.2%
(Instructional Exp./Total Op. Exp.)					
22. Acad. Support Alloc. Ratio	9.3%	9.1%	8.5%	9.3%	8.6%
(Academic Supp. Exp./Total Op. Exp.)					
23. Student Services All. Ratio	21.3%	20.7%	20.2%	19.8%	18.1%
(Student Serv. Exp./Total Op. Exp.)					
24. Instit. Support Alloc. Ratio	25.2%	22.1%	26.5%	21.2%	22.9%
(Inst. Supp. Exp./Total Op. Exp.)					
25. Aux. Ent. Allocation Ratio	24.0%	26.5%	25.4%	26.5%	27.2%
(Aux. Exp./Ttl.Op. Exp.)					
26. Debt Service to Oper. Expenses	1.9%	2.1%	2.7%	10.3%	2.8%
[= % 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>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<b>5-Year Trend</b>
Gross Tuition Revenue	1,918.5	2,193.3	1,993.4	2,235.6	2,363.7	23%
Less Institutional Aid	502.9	694.1	766.2	856.8	788.9	57%
Net Tuition Revenue	1,415.6	1,499.2	1,227.2	1,378.8	1,574.8	11%
Direct Instructional Costs *	874.2	1,022.1	887.4	969.5	1,008.9	15%
Academic Support Costs **	403.2	426.6	389.4	385.0	374.7	-7%
Total Direct Costs	1,277.4	1,448.7	1,276.8	1,354.5	1,383.6	8%
Net Gain (Loss)	138.2	50.5	-49.6	24.3	191.2	38%

\* 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>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<b>5-Year Trend</b>
Salaries (all employees)	1,955.1	2,056.4	1,845.5	1,710.2	2,131.2	9%
Sal./Ben. as % of All Exp.	45%	44%	40%	41%	49%	8%

**2. Student Financial Aid**

	<u>2009-10</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<b>10-Year Trend</b>	<b>5-Year Trend</b>
a. Federal Grants	341,492	555,914	566,690	498,694	535,772	545,532	60%	-2%
b. State Grants	21,449	368,851	428,230	381,858	434,650	403,815	na	na
c. Institutional Grants/Waivers	380,807	510,780	705,240	772,875	841,249	801,268	110%	57%
d. Scholarships External	9,550	16,900	27,370	25,350	27,250	28,183	66%	67%
e. Federal Work Study Funds	13,273	7,417	8,146	9,381	8,981	8,988	100%	21%
f. Loans	<u>1,349,975</u>	<u>1,272,441</u>	<u>1,209,371</u>	<u>1,101,712</u>	<u>1,124,156</u>	<u>1,264,495</u>	-6%	-1%
g. Total \$ of Aid	2,116,546	2,732,303	2,945,047	2,789,870	2,972,058	3,052,281	44%	12%
h. Fed./St. Grants as % of Aid	17%	37%	34%	34%	31%	31%	81%	-16%
i. Inst.Grants/Waivers % Aid	19%	19%	24%	28%	29%	27%	43%	40%
j. Loans as % of Aid	64%	47%	41%	39%	38%	41%	-35%	-11%
k. MACU Default Rate (3yr)		16.6%	14.4%		na	na		
l. National Default Rate (3yr)		11.5%	10.8%		na	na		

**3. Financial Aid: Borrowing Trends**

	<u>2009-10</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<b>10-Year Trend</b>	<b>5-Year Trend</b>
a. Loans as % of all aid	64%	47%	41%	39%	38%	41%	-35%	-11%
b. Percent of students w/ loans	79%	75%	72%	67%	68%	69%	-13%	-8%
c. Amount of avg. loan	9,184	7,529	6,732	7,780	4,148	7,805	-15%	4%
d. Annual educational costs *	22,160	26,050	26,990	27,350	28,030	28,800	30%	11%
e. Avg. loan as % of annual costs	41%	29%	25%	28%	15%	27%	-35%	-6%
f. % of grads leaving w/ loans	81%	96%	82%	72%	72%	78%	-4%	-19%
g. Avg. loan at graduation	25,097	29,797	27,688	23,587	20,971	22,894	-9%	-23%

\* 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

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
a. Number of donor churches:	238	231	226	199	199	185	179	178	185	179
b. Number of business donors:	69	57	64	61	49	54	46	46	46	46
c. Number of alumni donors					295	299	296	283	244	261
* Subset - Number of graduates	217	202	235	229	211	231	224	175	181	171
d. Number of other individuals:	660	625	613	514	361	366	282	201	199	188
e. Number of estate gifts	2	2	1	2	3	2	6	3	3	5
f. Percent of repeat donors from:	59.9%	64.0%	60.8%	83.7%	69.7%	65.8%	62.0%	83.0%	62.7%	72.0%
g. Number of new donors to:	176	138	162	115	103	143	92	77	69	66
h. Number of undergraduate graduates				1,222	1,238	1,259	1,290	1,315	1,343	1,376
i. Number of undergraduate graduates solicited				1,113	1,072	1,086	1,075	1,045	1,093	1,126
j. Number of undergraduate graduates who donated				229	211	231	224	175	181	171

10-year Trend	5-Year Trend
-25%	-3%
-33%	-15%
-21%	-26%
-72%	-49%

2. Gift Income by Donor Amounts

[Restricted & Unrestricted]	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
a. Churches	548,629	477,963	469,402	478,132	596,285	421,785	402,837	406,583	349,330	413,468
b. Business/Org./Foundations	143,645	201,781	166,664	143,540	402,867	364,253	355,904	223,247	365,151	176,710
c. Alumni					243,338	289,727	311,924	296,978	232,225	261,388
* Sub-set Graduates	189,467	156,701	114,653	315,458	160,104	234,193	251,774	284,683	156,143	243,500
d. Other Individuals	324,200	391,013	326,276	1,599,296	330,599	290,475	437,896	491,234	404,375	504,888
e. Sub-Total:	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	1,356,454
f. Estates	301,493	102,619	3,540	223,176	708,745	12,755	84,637	50,570	51,213	63,388
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	1,419,842
h. % of total given by Alumni					11%	21%	20%	21%	16%	18%
i. % of total given by Graduates	15.71%	11.78%	10.61%	11.43%	7.02%	16.98%	15.80%	19.77%	10.78%	17.15%

10-Year Trend	5-Year Trend
-25%	-2%
23%	-51%
29%	4%
56%	74%
18%	3%

3. Median Gift amounts

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
a. Per single gift						
of all giving	\$100.00	\$100.00	\$75.00	\$75.00	\$75.00	\$75.00
individual	\$65.00	\$100.00	\$75.00	\$75.00	\$75.00	\$75.00
church	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
organization	\$1,000.00	\$120.00	\$200.00	\$175.00	\$175.00	\$175.00
b. Per total giving of year						
of all giving	\$308.00	\$300.00	\$340.00	\$350.00	\$300.00	\$325.00
individual	\$110.00	\$100.00	\$200.00	\$150.00	\$150.00	\$150.00
church	\$1,200.00	\$1,000.00	\$1,275.00	\$1,200.00	\$1,000.00	\$1,000.00
organization	\$500.00	\$550.00	\$500.00	\$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>	<u>2018-19</u>
Actual Expenses (Dept. 43)	272,602	276,351	269,776	220,116	258,484	251,588	263,708	203,362	241,709
Income*	1,175,495	989,538	2,434,655	2,151,394	1,203,993	1,389,373	1,290,978	1,295,245	1,129,135
	<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>	<b>0.21</b>
<b>Foundation</b>									
Actual Expenses (Dept. 39)	2,264	61,864	68,268	51,710	35,663	34,546	33,092	18,222	20,025
Actual Expenses (Foundation)*	12,328	22,922	21,846	26,896	29,950	29,375	33,152	31,500	35,402
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>	<b>55,427</b>
Income	112,189	80,658	320,686	134,543	131,358	301,348	139,932	150,284	86,626
	<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>	<b>0.64</b>
Combined									
Expenses	287,193	361,137	359,890	298,721	324,096	315,509	329,952	253,084	297,136
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	1,215,761
	<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>	<b>0.24</b>

9-Year Average	5-Year Average
	0.19
	0.43
0.21	0.22

**5. Mid-Atlantic Society**

	<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>	<u>2018-19</u>
a. # who qualify	324	296	292	300	292	274	172	249	274
b. Total amount given	952,932	867,890	2,506,934	1,382,586	1,170,018	1,577,150	1,107,590	1,126,192	1,141,064
c. % of sub-total given	77.63%	80.58%	98.84%	87.89%	85.64%	104.55%	79.73%	80.60%	84.12%
d. % of total # of donors	29.06%	26.01%	29.11%	33.19%	32.30%	34.12%	24.29%	36.94%	40.65%

9-Year Average	5-Year Average
275	252
1,314,706	1,224,403
86.62%	86.93%
31.74%	33.66%

**6. 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>	<u>2018-19</u>
	7,375,479	7,698,636	7,789,081	8,087,144	8,126,966	8,382,860	8,344,277	8,389,511	9,251,271