



MID-ATLANTIC
CHRISTIAN UNIVERSITY

Fact Book 2014-2015

Strategic Choices:
A Better Understanding Leading to Better Decisions

Compiled by
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(subject to minor revisions)

Mid-Atlantic Christian University
715 N Poindexter Street
Elizabeth City, NC 27909

February 2015

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. Jan 2015 the University participated in its 6th observance of MLK Service Day. With the combined efforts of church youth groups and MACU students 990 hours of service were donated to various non-profit agencies around Elizabeth City.

2. Cross-Cultural Learning

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	
a. Participated in at least one international mission trip	31.6%	27.3%	23.1%	25.8%	55.6%	(Graduating Student Profile)
b. Participated in at least one cross-cultural trip w/in t	21.1%	38.1%	32.0%	19.4%	33.3%	(Graduating Student Profile)

3. Church-related Ministry

a. Engaged in church-related ministry in past 2 yrs	52.6%	78.3%	73.1%	74.2%	77.7%	(Graduating Student Profile)
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1.B. We are committed to impacting the world for Christ by placing more graduates in leadership ministry...

1. Graduate Trends	Spring	Spring	Spring	Spring
<i>Certificates</i>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
in Church Leadership	0	1	1	1
in TESOL	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
Total # of Certificates:	0	2	1	1
<i>Associates</i>				
in Bible	4	9	8	4
in Deaf Studies	2	2	na	na
in Early Childhood	1	2	3	2
in External Studies	na	na	na	na
Total # of Associates:	7	13	11	6
<i>Bachelor of Arts</i>				
in Christian Education	0	0	1	0
in Counseling	1	2	1	2
in Cross-Cultural	1	2	2	0
in Elementary Education	0	0	1	0
in External Studies	na	na	na	na
in Preaching	0	4	3	1
in Youth Ministry	0	0	1	0
in Worship and Music	na	0	0	1
Total # of B.A. Degrees:	2	8	9	3

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

<i>Bachelor of Science</i>				
in Christian Education	0	2	1	0
in Counseling	7	9	10	6
in Cross-Cultural	2	3	6	2
in Elementary Education	4	3	3	1
in External Studies	na	na	na	na
in Non-Profit Leadership	4	2	4	2
in Preaching	4	7	2	3
in Youth Ministry	12	5	7	2
in Worship and Music	na	0	1	1
Total # of B.S. Degrees:	33	31	34	17

2. Graduate Trends

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

School of Undergraduate Studies

A. Certificates

TESOL												
Family Life Education						3	2	3	1			
Total # of Certificates						3	2	3	1			

B. Associates

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

C. Bachelor of Arts

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

D. Bachelor of Science

Biblical Exposition					8	6	3	1	3	6		
Biblical Studies					5				1	2		
Counseling and Psychology							2	2	6	3		
Cross-Cultural Ministry								2	1	2		
Elementary Education							2		5			
Entrepreneurial Leadership					5	4	3	5				
General Ministry								1	1	3		
Preaching							2	3	2			
Youth and Family Ministry					1	1	4	4	3	4		
Total # of BS Majors					19	11	16	18	22	20		
Total Majors					21	13	19	24	25	24		

MINORS

Christian Education								1						
Counseling						5	3	5	3	1	1			
Cross-Cultural Ministry						1		1	1	2				
Elementary Education							3							
Family Studies								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				
Total # of minors						13	9	11	7	9	2			

E. Bachelor of Theology						1		2						
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School of Professional Studies

A. Associates

AA: Biblical Studies														
Total # of Associate Degrees														

B. Bachelor of Science

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

3. Total Students Graduated

end of: Aug
2014
1240

4. Placement Trends for Graduates*

	# Grads <u>1990-2013</u>	% of <u>Known</u>
Preaching Ministry	47	13.1%
Associate Ministry	11	3.1%
Youth Ministry	11	3.1%
Children's/Family Ministry	2	0.6%
Music/Worship Ministry	2	0.6%
Cross-Cultural Ministry	29	8.1%
Child Care Professional	11	3.1%
Teacher (Public or Private)	33	9.2%
Business Profession	18	5.0%
Parachurch Agency	12	3.3%
Bible College/Seminary Employee	2	0.6%
Other Type of Work	102	28.3%
Graduate School	40	11.1%
Further Education (not grad)	40	11.1%
<i>Total Grads with Known Placeme</i>	360	70%
Unknown Placement	137	27%
Unemployed	14	3%
Total Grads (Known + Unknown)	511	

	# Grads <u>2014</u>	% of <u>Known</u>
Preaching Ministry	1	8.3%
Associate Ministry		0.0%
Youth Ministry	2	16.7%
Children's/Family Ministry		0.0%
Music/Worship Ministry		0.0%
Cross-Cultural Ministry		0.0%
Child Care Professional		0.0%
Teacher (Public or Private)		0.0%
Business Profession		0.0%
Parachurch Agency		0.0%
Bible College/Seminary Employee	1	8.3%
Other Type of Work	8	66.7%
<i>Total Grads with Known Placeme</i>	12	67%
Unknown Placement	6	33%
Unemployed		0%
Total Grads (Known + Unknown)	18	
Graduate School	1	8.3%
Further Education (not grad)	2	16.7%

* by August 31st of graduating year

+ alumni categorized by year of last degree earned

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

	# Grads	% of
	<u>Classes 1990-2012</u>	<u>Known</u>
Preaching Ministry	46	10.6%
Associate Ministry	12	2.8%
Youth Ministry	93	21.5%
Children's/Family Ministry	10	2.3%
Music/Worship Ministry	1	0.2%
Cross-Cultural Ministry	24	5.5%
Child Care Professional	12	2.8%
Teacher (Public or Private)	40	9.2%
Business Profession	16	3.7%
Parachurch Agency	8	1.8%
Bible College/Seminary Employee	15	3.5%
Other Type of Work	85	19.6%
Graduate School	36	8.3%
Further Education (not grad)	<u>35</u>	<u>8.1%</u>
<i>Total Grads with Known Placeme</i>	433	75%
Unknown Placement	141	24%
Unemployed	6	
Total Grads (Known + Unknown)	580	

	# Grads	% of
	<u>Class 13</u>	<u>Known</u>
Preaching Ministry	2	7.4%
Associate Ministry	1	3.7%
Youth Ministry	4	14.8%
Children's/Family Ministry		0.0%
Music/Worship Ministry		0.0%
Cross-Cultural Ministry	1	3.7%
Child Care Professional	2	7.4%
Teacher (Public or Private)	3	11.1%
Business Profession		0.0%
Parachurch Agency	3	11.1%
Bible College/Seminary Employee		0.0%
Other Type of Work	11	40.7%
<i>Total Grads with Known Placeme</i>	27	82%
Unknown Placement	6	18%
Unemployed		
Total Grads (Known + Unknown)	33	
Graduate School	6	22.2%
Further Education (not grad)	2	7.4%

* by August 31st of 1-year anniversary

+ alumni categorized by year of last degree earned

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

	# Grads	% of
	<u>Classes 90-04</u>	<u>Known</u>
Preaching Ministry	38	18.8%
Associate Ministry	11	5.4%
Youth Ministry	24	11.9%
Children's/Family Ministry	5	2.5%
Music/Worship Ministry	0	0.0%
Cross-Cultural Ministry	7	3.5%
Child Care Professional	3	1.5%
Teacher (Public or Private)	24	11.9%
Business Profession	4	2.0%
Parachurch Agency	5	2.5%
Bible College/Seminary Employee	4	2.0%
Other Type of Work	74	36.6%
Graduate School	3	1.5%
Further Education (not grad)	0	0.0%
<i>Total Grads with Known Placeme</i>	202	64%
Unemployed	5	2%
Unknown Placement	<u>108</u>	34%
Total Grads (Known + Unknown)	315	

Preaching Ministry
Associate Ministry
Youth Ministry
Children's/Family Ministry
Music/Worship Ministry
Cross-Cultural Ministry
Child Care Professional
Teacher (Public or Private)
Business Profession
Parachurch Agency
Bible College/Seminary Employee
Other Type of Work
<i>Total Grads with Known Placement</i>
Unknown Placement
Unemployed
Total Grads (Known + Unknown)
Graduate School
Further Education (not grad)

* by August 31st of 10-year anniversary

+ 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

na = not available

	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	10-Yr. Trend	5-Yr. Trend
A. Certificates												
Biblical Studies	na	na	0	1	2	1	0	na	na	na		
Church Leadership	4	3	1	0	0	0	na	na	na	na		
TESOL	3	0	0	0	2	4	2	2	2	1		
Family Life Education	na	na	na	na	4	8	7	4	4	11		38%

B. Associates

AA: Biblical Studies	22	19	15	15	11	11	13	9	14	13	-41%	18%
AA: Biblical Studies (online)	na	na	na	na	na	na	na	na	na	5		
AAS: Early Childhood	4	5	7	6	4	3	na	na	na	na		
Deaf Studies (1)	4	na	na	na	na	na	na	na	na	na		

C. Bachelor of Arts

Applied Linguistics	na	na	na	3	7	7	4	3	0	1		-86%
Biblical Exposition w/ minor (2)	54	37	35	6	3	1	1	2	na	na		
Counseling and Psychology	na	na	na	na	na	3	3	7	7	8		167%
Cross-Cultural Ministry	na	na	na	2	4	6	5	5	6	2		-67%
Elementary Education								1				
Entrepreneurial Leadership	na	na	na	0	0	0	0	0	1	0		
General Ministry	na	na	na	na	0	0	1	2	4	6		--
Preaching	na	na	na	3	6	6	3	2	na	na		
Youth and Family Ministry				5	11	9	11	10	5	5		-44%

D. Bachelor of Science

Biblical Exposition w/ minor (2)	148	122	127	31	20	8	5	3	na	na		
Biblical Studies w/ minor	na	na	na	14	11	8	2	0	na	na		
Biblical Studies (Nursing)	na	na	1	1	0	5	6	9	8	14		180%
Counseling and Psychology	na	na	na	na	na	20	23	29	24	29		
Cross-Cultural Ministry	na	na	na	3	10	6	8	4	6	5		-17%
Elementary Education	na	na	na	na	na	na	16	17	20	16		
General Ministry	na	na	na	na	4	4	5	7	9	17		
Entrepreneurial Leadership	na	na	na	21	21	18	18	12	9	19		6%
Missions Aviation	na	na	na	na	na	0	0	1	3	0		
Preaching	na	na	na	11	14	14	11	6	1	1		-93%
Youth and Family Ministry				29	25	26	24	22	15	24		-8%

MINORS

Christian Education (3)	10	3	11	na	1	0	na	na	na	na	na		
Counseling	49	40	40	40	34	26	24	18	14	14	14	-71%	-46%
Cross-Cultural Ministry	28	22	8	2	5	6	10	7	4	10	10	-79%	67%
Elementary Education	23	10	14	13	8	5	na	na	na	na	na		
Family Studies	na	na	na	9	8	8	6	9	8	13	13		63%
Flight Education	na	na	na	na	na	na	1	1	0	0	0		
Military Science (ROTC)	na	na	na	na	1	2	1	3	1	0	0		
Nonprofit Administration	9	14	12	2	2	0	2	3	7	4	4	-56%	400%
Preaching	32	25	22	12	8	5	4	3	2	2	2		
Professional Education (4)	na	na	na	6	3	3	2	na	na	na	na		
Youth Ministry (3)	39	30	34	1	3	1	1	na	na	na	na		
Worship and Music	12	15	20	16	19	20	22	14	3	2	2		-90%

E. School of Professional Studies

Associate of Arts: Biblical Studies								0	4	0			
Associate of Arts: Biblical Studies (online)										10			

Christian Ministry								2	4	4			
Christian Ministry (online)										3			
Family Studies						1	2	5	3	0			
Family Studies (online)										3			
Organizational Leadership						4	3	6	6	1			
Organizational Leadership (online)										9			

F. Bachelor of Theology

	na	na	na	2	4	3	0	0	0	1			
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- (1) Program Discontinued Spring 2006
- (2) During the 07-08 school year many of the minors were raised to majors; in addition a 30 hour Bible major was utilized for some programs.
- (3) In Fall 2008 these minors were absorbed into the Youth and Family Major.
- (4) Program Discontinued Spring 2012

2.B. We are committed to quality programs

1. Graduating Seniors Evaluations (SUS Students)

	Spring 2006	Spring 2007	Spring 2008	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014
Number of respondents	25	27	24	22	9	23	26	31	9
1. % graduating in 4 years		63	33	42.9	18.2	42.1	54.5	31	62.5
2. % who are female		51.9	54.2	36.4	42.1	39.1	38.5	41.9	55.6
3. % with full-time job secured (4 year)		37	47.6	31.8	21.1	34.8	57.1	41.9	33.3
4. % going to grad school (4 year)		29.6	23.8	31.8	31.6	26.1	42.9	25.8	33.3
Effectiveness of (5 = highest)									
5. Bible and Theology courses	4.48	4.22	4.30	4.55	4.26	4.48	4.50	4.50	4.25
6. General Studies courses	na	3.27	4.04	4.11	4.06	3.95	4.00	4.21	3.56
7. Professional courses*	3.80	3.89	4.04		4.06	4.23	4.36	4.40	4.00
a. Preaching	4.30	4.00	4.50	3.50	5.00	5.00	3.75	4.25	na
b. Youth & Family Ministry	3.50	4.17	4.67	4.60	5.00	4.33	4.60	4.56	4.75
c. Worship & Music	na	2.50	4.00	4.00	na	4.00	4.50	3.50	na
d. Leadership / Non-Profit	4.50	4.40	5.00	3.75	3.75	4.00	4.75	4.00	1.00
e. Counseling	3.67	4.38	4.00	3.67	5.00	4.50	4.25	4.50	4.75
f. Elementary Education	3.00	2.67	4.00	na	3.67	3.50	na	4.40	na
g. Cross-Cultural	3.40	4.00	3.50	4.00	na	4.50	4.75	5.00	4.00
h. General Ministry								3.67	3.00
(Scores from those graduating students within the program rating those professional courses)									
8. I feel well prepared for work	3.96	3.81	3.78	3.95	3.84	4.13	4.38	4.35	4.00
9. Overall, I received a quality education	4.36	4.15	4.35	4.29	4.05	4.48	4.58	4.35	4.11
10. I'd recommend MACU to others	4.16	4.11	4.43	4.1	3.79	4.35	4.38	4.33	4.11
11. Courses improved writing ability	3.88	3.88	4	3.82	3.68	3.83	4.38	4.45	4.44
12. Courses improved my skills in computers	3.64	3.5	3.26	3.71	3.89	3.58	4.36	4.00	4.22
13. Course improved my intellectual skills								4.48	4.33
14. Course improved my speaking skills								4.35	4.89
15. Courses were challenging	3.96	3.77	4.09	4.32	4.06	4.55	4.58	4.58	4.50
Self perception in general areas of improvement									
16. Encouraged further learning in biblical & theological studies								4.23	4.67
17. Helped me grow in the area of trusting in God								4.42	4.44
18. Helped me have insight into the trouble of others								4.35	4.44
19. Helped me to respect my own religious tradition								4.23	4.33
20. Helped me to respect other religious traditions								4.19	4.44
21. Increased my empathy for the poor/oppressed								4.23	4.22
22. Increased my ability to live my faith								4.32	4.44

2. Academic Probation/Dismissal*

	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	10-Yr. Trend	5-Yr. Trend
a. Percentage Dismissed	1.2%	1.8%	4.8%	7.0%	3.6%	6.5%	3.6%	4.2%	6.7%	2.6%	113%	-61%
b. Percentage on Probation	5.3%	2.4%	9.6%	6.3%	9.1%	1.8%	3.0%	7.3%	7.3%	8.7%	64%	387%
c. Total Percentage	6.5%	4.2%	14.4%	13.3%	12.7%	8.3%	6.6%	11.5%	14.0%	11.2%	73%	35%
	Spring 2005	Spring 2006	Spring 2007	Spring 2008	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013	Spring 2014	10-Yr. Trend	5-Yr. Trend
d. Percentage Dismissed	0.6%	3.5%	3.2%	6.9%	4.5%	6.5%	2.6%	4.5%	7.6%	3.2%	438%	-50%
e. Percentage on Probation	3.5%	4.0%	2.5%	4.8%	8.3%	5.2%	1.9%	2.6%	4.5%	8.4%	140%	63%
f. Total Percentage	4.1%	7.5%	5.7%	11.7%	12.8%	11.6%	4.5%	7.1%	12.1%	11.6%	183%	0%

* Based on # of credit students

3. Academic Honors (Dean's List)

	2005 [GPA = 3.5+ out of 4.0]	2006 2007	2007 2008	2008 2009	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014	2014 2015	10-Yr. Trend	5-Yr. Trend
a. Percent of students in fall*	22.8%	25.6%	23.2%	20.0%	17.6%	17.0%	19.9%	16.7%	15.5%	26.2%	15%	54%
b. Percent of students in spring*	33.1%	27.5%	20.0%	17.7%	18.1%	22.4%	25.2%	20.0%	17.1%		-48%	-24%

* Based on eligible students

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

Library Resources	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-2014	10-Yr. Trend	5-Yr. Trend
<i>Size of Collection:</i>												
1. Number of print volumes	30,644	31,486	31,857	34,215	35,236	35,486	35,516	35,545	37,106	33,215	8%	-6%
2. Number of e-book volumes								601	919	1,332		
3. Number of media items	2,814	2,812	2,950	2,934	2,999	2,910	2,917	2,923	2,919	2,929	4%	1%
4. Total number in collection	33,458	34,298	34,807	37,149	38,235	38,396	38,433	39,069	40,944	37,476	12%	-2%
<i>Number Added Annually:</i>												
5. Number of print volumes	831	1,334	654	989	945	640	491	427	219	224	-73%	-65%
6. Number of e-book volumes								601	318	413		
7. Number of media items	132	33	131	74	24	7	7	15	25	24	-82%	243%
8. Total number added	963	1,367	785	1,063	969	647	498	1,043	562	661	-31%	2%
<i>Circulation Statistics:</i>												
9. General collection transactions	12,596	10,629	11,475	8,401	3,313	2,806	2,381	2,199	1,474	1,826		
10. E-book transactions									3,589	3,577		
11. Reserve collection transactions	1,966	2,203	2,169	1,197	892	1,007	702	868	734	606		
12. Non-reserve materials used in lib	7,858	7,224	6,739	4,241	4,737	5,249	4,295	4,303	3,074	2,581		
13. Total number circulated	21,227	22,420	20,383	13,839	8,942	9,062	7,378	7,370	8,871	8,590	-60%	-5%
<i>Interlibrary Loans:</i>												
14. Loaned to other libraries	3	0	2	5	16	4	3	3	15	150	4900%	3650%
15. Borrowed from other libr.	32	73	25	41	32	22	17	2	2	96	200%	336%
16. Information Literacy sessions	6	6	6	6	6	6	6	6	12	6	0%	0%
17. # students in sessions	80	80	50	50	65	70	95	90	140	155	94%	121%

Library Expenses:

18. Cost for personnel	107,997	135,884	81,624	68,977	58,085	60,390	79,702	46,723	60,600	95,478	-12%	58%
19. Cost for items added	27,600	26,492	10,507	4,070	6,394	8,486	7,836	9,771	19,489	15,005	-46%	77%
20. Cost for other expenses	<u>22,405</u>	<u>12,416</u>	<u>2,141</u>	<u>1,182</u>	<u>6,074</u>	<u>3,721</u>	<u>5,568</u>	<u>3,968</u>	<u>15,583</u>	<u>6,370</u>	-72%	71%
21. Total cost for library	158,002	174,792	94,272	74,229	70,553	72,597	93,106	60,462	95,672	116,853	-26%	61%
22. Library as % of E & G *	3.5%	4.7%	5.8%	2.7%	2.4%	2.0%	2.1%	2.4%	3.4%	3.8%	9%	87%

* 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...

1. University Recruitment Trends (All Schools)	Fall <u>2005</u>	Fall <u>2006</u>	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	10-Yr. Trend	5-Yr. Trend
a. Total number of applicants	159	138	167	183	205	221	181	266	237	340	114%	54%
b. Number of applicants accepted	88	72	104	109	92	107	74	117	92	129	47%	21%
c. Number of first-time full-time enrollees	32	24	30	38	34	25	27	37	40	48	50%	92%
d. Number of transfer enrollees	25	12	25	22	24	26	15	25	25	21	-16%	-19%
e. Number Matriculated*	60	42	61	66	65	69	57	71	75	75	25%	9%
* Include Audits												
2. SUS Recruitment Trends	Fall <u>2005</u>	Fall <u>2006</u>	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	10-Yr. Trend	5-Yr. Trend
a. Total number of applicants	159	138	167	183	205	217	175	251	231	330	108%	52%
b. Number of applicants accepted	88	72	104	109	92	102	70	109	86	120	36%	18%
c. Number of first-time full-time enrollees	32	24	30	38	34	25	27	37	40	48	50%	92%
d. Number Matriculated	60	42	61	66	65	64	55	64	69	73	22%	14%
3. SPS Recruitment Trends						Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	10-Yr. Trend	5-Yr. Trend
a. Total number of applicants						5	6	15	6	10	--	100%
b. Number of applicants accepted						5	4	8	6	10	--	100%
c. Number Matriculated						5	2	4	5	6	--	20%
4. SAT Critical Reading for Entering Freshmer [Out of 800 total possible]	Fall <u>2005</u>	Fall <u>2006</u>	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	10-Yr. Trend	5-Yr. Trend
a. MACU Average Score	471	494	450	487	520	499	490	430	433	462	-2%	-7%
b. NC Average	499	495	495	496	495	497	493	491	495	499	0%	0%
c. U.S. National Average	508	503	501	500	499	500	497	496	496	497	-2%	-1%
5. SAT Writing for Entering Freshmen [Out of 800 total possible]								Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	10-Yr. Trend	5-Yr. Trend
a. MACU Average Score								na	434		--	--
b. NC Average								472	478	487	--	--
c. U.S. National Average								488	488	477	--	--

6. SAT Average for Entering Freshmen	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall		10-Yr.	5-Yr.
[Out of 1600 total possible]	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>		Trend	Trend
a. MACU Average Score	912	964	965	976	1020	976	970	877	877	940		3%	-4%
b. Elizabeth City State	849	835	830	835	841	841	864	856	869	872		3%	4%
c. NC Average (All Test Takers)	1010	1008	1004	1007	1006	1008	1001	997	1001	1006		0%	0%
d. U.S. National Average	1028	1021	1015	1014	1013	1015	1011	1010	1010	1010		-2%	0%
7. Fall Enrollment (School of Undergrad Studies)	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall		10-Yr.	5-Yr.
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>		Trend	Trend
a. Headcount for on-campus	191	165	154	166	170	164	159	153	140	162		-15%	-1%
b. FTE for on-campus	169.25	137.1	128.16	141.71	147.83	151.75	147.13	137.92	132.33	149.83		-11%	-1%
c. Credit Hours for on-campus	2539	2000	1834	2024.5	2163	2247	2225.5	1933.5	1872	2143			
d. Headcount for online									4	7			
e. FTE for online									1.5	4.25			
f. Credit Hours for online									18	52			
8. Fall Enrollment (School of Professional Studies)						Fall	Fall	Fall	Fall	Fall		10-Yr.	5-Yr.
						<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>		Trend	Trend
a. Headcount for on-campus						5	6	12	4	6		--	20%
b. FTE for on-campus								8.42	2.25	4.25		--	--
c. Credit Hours for on-campus								104	30	63			
d. Headcount for online									14	24			
e. FTE for online									9.58	13.33			
f. Credit Hours for online									126	160			
9. Spring Enrollment (School of Undergrad Studies)	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring	Spring		10-Yr.	5-Yr.
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>		Trend	Trend
a. Headcount for on-campus	174	158	146	156	155	146	147	137	127			-100%	-100%
b. FTE for on-campus	157.83	136.83	121.25	138.25	137.17	133.9	133.91	137.58	115.67			-100%	-100%
c. Credit Hours for on-campus	2286	1943	1655	1936	1963	1948	1959	1895.5	1642			-100%	-100%
d. Headcount for online									12				
e. FTE for online									7.58				
f. Credit Hours for online									91				
10. Spring Enrollment (School of Professional Studies)						Spring	Spring	Spring	Spring	Spring		10-Yr.	5-Yr.
						<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>		Trend	Trend
a. Headcount for on-campus						5	8	20	4			--	-100%
b. FTE for on-campus									2.75			--	--
c. Credit Hours for on-campus									33				
d. Headcount for online									15				
e. FTE for online									10.67				
f. Credit Hours for online									131				
11. Total Annual Enrollment	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		10-Yr.	5-Year
[includes auditors]	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>		Trend	Trend
a. Fall headcount	191	165	154	166	170	179	169	170	165	199		4%	11%
b. Spring headcount	183	167	148	160	162	158	159	160	158	184		1%	16%
c. Total (unduplicated)	209	195	182	197	188	187	190	188	183			-100%	-100%

12. Total Annual FTE Enrollment	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	10-Yr.	5-Year
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	Trend	Trend
a. Fall FTE	169.25	137.1	128.16	141.71	147.83	151.75	147.13	146.3	145.7	171.67	1%	13%
b. Spring FTE	157.83	136.83	121.25	138.25	137.17	133.9	133.91	137.58	136.67	165	5%	23%
13. Total Matriculated Students										Fall		
										<u>2014</u>		
										3723		
14. Provisional Admissions	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr.	5-Year
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	Average	Average
a. # / % Entered as Provisional	4 / 7%	5 / 12%	13 / 21%	21 / 32%	8 / 12%	12 / 19%	14 / 25%	14 / 22%	20 / 32%	10 / 13%		
b. # / % Eligible to continue after 1st Semester	3 / 75%	5 / 100%	7 / 54%	12 / 57%	3 / 38%	10 / 83%	11 / 79%	10 / 71%	13 / 65%	8 / 80%		
c. # / % Enrolled 2nd Semester	2 / 50%	4 / 80%	5 / 38%	11 / 52%	3 / 38%	8 / 67%	10 / 71%	7 / 50%	11 / 55%	5 / 50%		
d. # / % Eligible to continue after 2nd Semeste	2 / 50%	3 / 60%	5 / 38%	10 / 48%	2 / 25%	8 / 67%	6 / 43%	8 / 57%	11 / 55%	xx		
e. # / % Enrolled 3rd Semester	2 / 50%	2 / 40%	3 / 23%	6 / 29%	1 / 13%	7 / 58%	3 / 21%	4 / 29%	7 / 35%			
15. Retention Trends (First time, full-time)	<u>2004-->05</u>	<u>2005-->06</u>	<u>2006-->07</u>	<u>2007-->08</u>	<u>2008-->09</u>	<u>2009-->10</u>	<u>2010-->11</u>	<u>2011-->12</u>	<u>2012-->13</u>	<u>2013-->14</u>	10-Yr.	5-Year
											Average	Average
a. MACU Freshman to Sophomore (SUS)	79%	63%	42%	74%	53%	50%	57%	45%	54%	57%	57%	53%
b. Christian Church/Church of Christ Schools' Average				64%	61%	66%	65%	64%	71%			
c. National Average (nonprofit)			79.5%	79.1%	79.7%	80.0%	80.2%					
16. Graduation Trends* Cohort for students entering	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	10-Yr.	5-Year
											Average	Average
a. MACU Graduation Rates	39%	33%	30%	58%	46%	37%	37%	63%	59%	31%	43%	45%
b. Christian Church/Church of Christ Schools' Average		40%	42%	45%	44%	44%	42%	43%	41%			
c. National Graduation Rate (Private nonprofit)		64.5%		64.6%	65.1%	65.4%	65.1%					

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

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

Comparison with Peer Restoration Movement Schools in Cost

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

(italics = not regionally accredited.)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	Over the last 5 years:	
						<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	360	380	395	415	415	55	15.28%
<i>Central Christian College of the Bible</i>	275	300	300	300	300	25	9.09%
Cincinnati Christian University	457	425	450	475	475	18	3.94%
<i>Crossroads College</i>	420	410	450	480	480	60	14.29%
<i>Dallas Christian College</i>	339	359	389	410	434	95	28.02%
Great Lakes Christian College	360	376	396	416	424	64	17.78%
Hope International University	799	850	995	1,050	1,075	276	34.54%
Johnson University	320	332	340	340	350	30	9.38%
Johnson University Florida	350	350	398	440	475	125	35.71%
Kentucky Christian University	434	468	494	514	534	100	23.04%
Lincoln Christian University	434	456	478	502	527	93	21.43%
Manhattan Christian College	471	485	509	532	548	77	16.35%
Mid-Atlantic Christian University	310	324	350	365	380	70	22.58%
Milligan College (1-5 hrs)	350	360	400	415	725	375	107.14%
<i>Nebraska Christian College</i>	325	390	400	425	475	150	46.15%
<i>Ozark Christian College</i>	265	280	300	310	325	60	22.64%
Point University	580	411	620	650	650	70	12.07%
<i>St. Louis Christian College</i>	345	430	480	480	265	-80	-23.19%
William Jessup University	<u>850</u>	<u>850</u>	<u>925</u>	<u>970</u>	<u>1,029</u>	<u>179</u>	<u>21.06%</u>
Average for all 19 schools	423	433	477	499	520	97	23.02%
Average for 12 regionally accredited:	476	474	530	556	599	123	25.84%

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

(italics = not regionally accredited.)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	Over the last 5 years:	
						<u>\$ Increase</u>	<u>% Increase</u>
<i>Boise Bible College</i>	20,010	21,040	21,980	22,740	23,610	3,600	17.99%
<i>Central Christian College of the Bible</i>	21,575	27,231	26,341	26,293	23,695	2,120	9.83%
Cincinnati Christian University	20,950	25,176	25,490	26,503	28,028	7,078	33.79%
<i>Crossroads College</i>	24,840	25,345	26,150	26,150	26,410	1,570	6.32%
<i>Dallas Christian College</i>	22,148	22,988	23,948	24,820	26,188	4,040	18.24%
Great Lakes Christian College	21,630	23,160	24,460	25,590	25,705	4,075	18.84%
Hope International University	33,970	35,802	37,856	38,697	39,537	5,567	16.39%
Johnson University	19,100	20,052	19,760	21,352	20,802	1,702	8.91%
Johnson University Florida	24,175	24,775	26,177	26,707	20,706	-3,469	-14.35%
Kentucky Christian University	24,934	26,748	27,628	29,398	30,256	5,322	21.34%
Lincoln Christian University	21,453	22,502	24,009	25,130	26,434	4,981	23.22%
Manhattan Christian College	24,000	24,344	24,946	25,526	26,474	2,474	10.31%
Mid-Atlantic Christian University	22,160	22,912	23,450	24,310	25,090	2,930	13.22%
Milligan College	31,194	33,040	34,968	36,960	38,266	7,072	22.67%
<i>Nebraska Christian College</i>	20,750	21,550	22,350	24,750	23,450	2,700	13.01%
<i>Ozark Christian College</i>	16,988	17,620	17,910	18,604	19,246	2,258	13.29%
Point University	28,730	27,060	29,606	27,500	27,400	-1,330	-4.63%
<i>St. Louis Christian College</i>	23,210	26,760	29,061	28,581	16,295	-6,915	-29.79%
William Jessup University	<u>32,500</u>	<u>32,809</u>	<u>35,192</u>	<u>36,803</u>	<u>38,447</u>	<u>5,947</u>	<u>18.30%</u>
Average for all 19 schools	23,911	25,311	26,383	27,180	26,634	2,722	11.42%
Average for 12 regionally accredited:	25,400	26,532	27,795	28,706	28,929	2,397	9.03%

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

	2010	2011	2012	2013	2014
a. Graduating Associate Degree Students % of MACU students who tested above the national mean	100%	na	66%	100%	50%
b. Graduating Bachelor Degree Students % of MACU students who tested above the national mean	57%	68%	79%	92%	100%

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

	Fall <u>2005</u>	Fall <u>2006</u>	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	10-Yr. Trend	5-Year Trend
1. Faculty of Sufficient Size												
a. Student:Faculty Ratio	10.0	8.3	8.0	10.2	12.3	10.5	11.7	10.4	12.1	12.0	20%	14%
b. Faculty Composition												
Faculty (FTE)	16.96	16.58	16.04	13.86	11.83	14.34	12.58	14.08	14.08	16.3	-4%	14%
Percent who are part-time (head count)	56%	61%	48%	64%	57%	65%	86%	82%	78%	74%	32%	14%

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

2. Faculty of Diversity*

	Fall <u>2005</u>	Fall <u>2006</u>	Fall <u>2007</u>	Fall <u>2008</u>	Fall <u>2009</u>	Fall <u>2010</u>	Fall <u>2011</u>	Fall <u>2012</u>	Fall <u>2013</u>	Fall <u>2014</u>	10-Yr. Trend	5-Year Trend
a. % female full-time faculty	25.0%	27.0%	33.3%	33.3%	37.5%	14.3%	14.3%	16.6%	12.5%	12.5%	-50%	-13%
b. % FT with doctorates	25.0%	27.0%	33.3%	44.4%	37.5%	42.9%	71.0%	67.0%	75.0%	75.0%	200%	75%
c. % FT in doctoral programs	0.0%	9.1%	16.7%	22.2%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%		
d. % of minorities	7.4%	3.6%	7.4%	0.0%	0.0%	11.8%	10.0%	5.5%	5.5%	9.6%		

*Does not include teaching administration

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

1. Graduate Follow-Up Survey

	Class <u>2012</u>	Class <u>2013</u>
a. Satisfaction with job placement/further education 1-year after graduation	80%	
b. Engaged in Christian Service	90%	
c. Volunteer work in the community or church	75%	
	Class <u>2004</u>	
d. Satisfaction with job placement/further education 10-years after graduation	100%	
e. Engaged in Christian Service	89%	
f. Volunteer work in the community or church	89%	

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 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	10-Yr. Trend	5-Yr. Trend
<i>All College Students:</i>												
a. Percent who are part-time	13%	22%	22%	21%	21%	20%	21%	24%	20%	24%	85%	20%
b. Percent who are women	48%	49%	42%	44%	41%	40%	44%	48%	52%	60%	25%	50%
c. Percent who are 25 or older	23%	25%	32%	32%	29%	35%	37%	32%	31%	36%	57%	3%
d. Percent who are non Rest.Mvt.	15%	17%	26%	30%	30%	34%	38%	51%	53%	60%	300%	76%
e. Percent who are internationals [only 1]		2%	0%	0%	[only 1]	[only 1]	[only 1]	[only 1]	0%	2%	na	na
f. Percent who are U.S. minorities	8%	8%	15%	19%	19%	24%	23%	29%	30%	33%	313%	38%
g. Percent who are married	27%	33%	34%	28%	26%	32%	32%	22%	18%	21%	-22%	-34%
<i>New College Students:*</i>												
h. Family member attended MACU	29%	20%	20%	24%	19%	21%	29%	16%	13%	10%		-52%
i. Family member in paid ministry	33%	23%	23%	20%	30%	18%	26%	23%	13%	19%		6%
j. One parent household	24%	20%	20%	27%	20%	23%	17%	40%	30%	20%		-13%
k. Have own computer here	68%	74%	74%	78%	74%	84%	83%	79%	82%	86%		2%
l. Plan to graduate from MACU	91%	91%	91%	88%	96%	76%	66%	86%	90%	92%		21%
m. Home church under 100	27%	17%	17%	36%	23%	30%	51%	33%	33%	45%		50%
n. Home church 101-249	38%	40%	40%	40%	38%	33%	26%	35%	29%	16%		-52%
o. Home church 250-499	27%	29%	29%	11%	23%	14%	20%	16%	22%	20%		43%
p. Home church 500-999	9%	9%	9%	13%	5%	0%	3%	5%	7%	10%		--
q. Home church 1000-4999					9%	14%	0%	7%	7%	8%		-43%
r. Home church 5000+					0%	2%	0%	2%	2%	0%		-100%
s. From small town/rural area	41%	23%	23%	58%	47%	40%	52%	51%	67%	54%		35%
t. From larger town (10-100,000)	21%	43%	43%	18%	21%	28%	20%	23%	13%	24%		-14%
u. From suburb of large city	34%	11%	11%	7%	12%	16%	11%	12%	13%	7%		-56%
v. From large city (100,000+)					11%	12%	14%	14%	7%	4%		-67%
w. From major city (1 million +)					8%	5%	6%	0%	0%	4%		-20%
x. From North Carolina	34%	34%	50%	56%	54%	61%	43%	64%	70%	68%		11%
y. Career goal:												
Ministry (church staff)	47%	44%	44%	47%	51%	40%	34%	38%	35%	39%		-3%
Cross-Cultural Ministry	13%	12%	12%	7%	23%	5%	9%	17%	17%	16%		220%
Teaching (public/Christian)	18%	24%	24%	14%	16%	16%	26%	14%	17%	22%		38%
Christian Business	2%	3%	3%	7%	11%	7%	11%	7%	13%	8%		14%
Other/Undecided	36%	27%	27%	28%	18%	42%	26%	36%	33%	35%		-17%
z. Other colleges considered:												
State university	30%	23%	23%	36%	30%	48%	42%	53%	54%	56%		17%
Another Christian college	54%	40%	40%	32%	54%	45%	64%	29%	65%	54%		20%
Community college	58%	35%	35%	49%	37%	38%	56%	34%	52%	48%		26%
Another private college	22%	23%	23%	23%	27%	34%	41%	27%	43%	46%		35%

* Results from New Student Profile Inventory

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

1. Residence Hall Occupation R	Capacity*	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	Fall	10-Yr.	5-Yr.
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Trend	Trend
a. P.A. Presley Hall	134	65	40	39	37	90	94	66	82	92	94		
b. H.C. Turner Hall	106	54	40	33	43	0	0	0	0	0	0		
c. Total Occupancy	240	119	80	72	80	90	94	66	82	92	94	-21%	0%
d. Percent Occupied		50%	33%	30%	33%	38%	39%	28%	34%	38%	39%	-21%	0%
e. Number of MACU Students**		191	165	154	166	170	179	169	158	161	196	3%	9%
f. Percent of Students in Dorm		62%	48%	47%	48%	53%	53%	39%	52%	57%	48%	-23%	-9%

* Excludes rooms converted to computer labs and ADA rooms limited to single occupancy.

** Fall headcount.

Fall of 2009 males and females were combined into one dorm.

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

	Spring	Spring	Spring	Spring	Spring
	2010	2011	2012	2013	2014
a. Discipleship Groups contributed positively to my spiritual development	3.1	3.64	3.6	3.82	3.75
b. Chapel contributed positively to my spiritual development	3.1	3.57	3.31	4.03	4.56

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 Noel-Levitz in Fall 2013, with these summary results.

1. Academic Advising	Satisfaction	National 4-year privates satisfaction	(Scale 1-7)
My academic advisor is approachable	6.31	5.52	
My academic advisor is concerned about my success	6.30	5.72	
My academic advisor helps me set goals	6.39	5.49	
2. Campus Climate			
Most students feel a sense of belonging here	6.19	5.35	
Campus staff are caring and helpful	6.31	5.56	
Faculty care about me as an individual	6.44	5.49	
Campus is safe and secure for all students	5.95	5.73	
Administrators are approachable to students	6.08	5.32	
It is an enjoyable experience to be a student on this campus	6.12	5.44	
I feel a sense of pride about my campus	6.07	5.22	
There is a commitment to academic excellence on this campus	6.25	5.54	
I seldom get the "run-around" when seeking information on this campus	6.18	4.85	
This institution shows concern for students as individuals	6.59	5.36	
There is a strong commitment to racial harmony on this campus	5.73	5.57	
Tuition paid is a worthwhile investment	6.20	4.90	
Channels for expressing student complaints are readily available	6.02	4.86	
3. Campus Life			
A variety of intramural activities are offered	5.56	4.98	
Living conditions in the residence halls are comfortable	5.81	4.74	
Residence hall staff are concerned about me as an individual	6.23	5.02	
There is an adequate selection of food available in the cafeteria	5.36	4.26	
Residence hall regulations are reasonable	6.04	4.91	
The student handbook provides helpful information about campus life	6.27	5.25	

4. Campus Support Services

Library staff are helpful and approachable	5.99	5.69
Library resources and services are adequate	6.13	5.57
Computer labs are adequate and accessible	6.43	5.41
Tutoring services are readily available	6.46	5.57

Summary Items

a. So far, how has your college experience met your expectations?	5.43	4.62
Much worse than expected	1%	2%
Quite a bit worse than I expected	2%	2%
Worse than I expected	6%	12%
About what I expected	20%	32%
Better than I expected	17%	24%
Quite a bit better than I expected	15%	13%
Much better than expected	36%	12%
b. Rate your overall satisfaction with your experience here thus far?	5.98	5.27
Not satisfied at all	1%	1%
Not very satisfied	2%	4%
Somewhat dissatisfied	2%	8%
Neutral	5%	10%
Somewhat satisfied	13%	17%
Satisfied	30%	37%
Very satisfied	45%	19%
c. All in all, if you had to do it over, would you enroll here again?	6.04	5.21
Definitely not	1%	4%
Probably not	2%	8%
Maybe not	3%	7%
I don't know	11%	10%
Maybe yes	5%	11%
Probably yes	16%	26%
Definitely yes	59%	31%

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 2012; 36 full-time & part-time employees responded					May 2014; 35 full-time & part-time employees responded				
	Strongly		Neutral	Strongly		Strongly		Neutral	Strongly	
	Agree	Agree		Disagree	Disagree	Agree	Agree		Disagree	Disagree
a. Favorable working relationships	25%	58%	14%	3%	0%	40%	54%	6%	0%	0%
b. Role is valuable	31%	61%	6%	3%	0%	40%	51%	6%	3%	0%
c. Treated with respect	44%	47%	8%	0%	0%	57%	40%	3%	0%	0%
d. Enjoy relationships w/in dept.	56%	44%	0%	0%	0%	63%	37%	0%	0%	0%
e. Creatively and initiative valued	33%	61%	6%	0%	0%	49%	46%	5%	0%	0%
f. Pleased with praise & appreciation	14%	61%	22%	3%	0%	14%	61%	22%	3%	0%
g. I can go to supervisor w/ prob.	58%	36%	6%	0%	0%	63%	34%	3%	0%	0%
h. Work concerns handled favorably	28%	64%	8%	0%	0%	46%	51%	3%	0%	0%
i. Adequate communication in dept.	17%	50%	28%	6%	0%	26%	54%	20%	0%	0%
j. Adequate communication between depts	8%	33%	39%	14%	6%	14%	29%	29%	29%	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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Endowments/Investments	2,304	2,576	2,265	2,771	3,040
Change in Net Assets	13%	12%	-12%	22%	10%

5-Year
Trend

32%
9.0% (average)

2. Debt Trends

[in thousands of dollars]

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Operating Debt	487	193	0	0	0
Capital Debt	534	899	1,600	975	1,247
Total Debt:	1,021	1,092	1,600	975	1,247
Interest Paid on Total Debt	49.8	46.3	54.3	64.1	55.7
Principal on Total Debt	317.9	328.4	1092	624.1	29
Principal and Interest on Debt	367.7	374.7	1146.3	688.2	84.7
P & I Debt as % of Oper. Exp.	10.82%	9.75%	33.33%	18.31%	2.10%
Interest on Operating Debt	23.75	16.50	13.97	0.00	0.00
Principal on Operating Debt	273.2	35.1	193.5	0.0	0.0
P & I on Operating Debt	297.0	51.60	207.47	0.00	0.00

-100%

134%

22%

12%

-91%

-77%

-81%

-100%

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

1. Annual Revenues (from audit; in thousands)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Operating Revenues:					
Gross Tuition and Fees	1,338.9	1,362.0	1,467.7	1,450.5	1,542.1
Less Donor-Funded Aid	145.9	97.4	106.6	61.4	53.6
Less Institutional Aid	238.0	265.0	278.1	252.1	272.5
Less Donor and Inst. Aid	383.9	362.4	384.7	313.5	326.1
Net Tuition and Fees	955.0	999.6	1,083.0	1,137.0	1,216.0
Private Gifts	1,334.0	1,175.5	989.5	2,434.7	2,151.3
Investment Income	0.2	-5.5	0.2	4.3	12.5
Auxiliary Services	802.4	790.0	715.0	731.0	881.6
Other Income	81.7	76.4	15.7	24.7	72.6
Total Operating Revenues:	3,173.3	3,036.0	2,803.4	4,331.7	4,334.0
Non Operating Revenues:					
Other	118.5	160.0	140.8	202.9	120.4
Total Revenues:	3,291.8	3,196.0	2,944.2	4,534.6	4,454.4

5-Year
Trend

15%

-63%

14%

-15%

27%

61%

6150%

10%

-11%

37%

35%

2. Annual Expenses (from audit; in thousands)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	5-Year Trend
Educational and General						
Instruction	557.5	623.2	642.3	642.3	786.3	41%
Academic Support/Library	282.8	292.7	317.9	434.9	412.0	46%
Student Services	539.8	556.8	572.8	646.3	836.4	55%
Institutional Support	1,023.2	999.4	985.2	1,087.5	1,011.1	-1%
Total Educational and Gen.	2,403.3	2,472.1	2,518.2	2,811.0	3,045.8	27%
Auxiliary Operations	993.7	958.7	921.4	948.5	982.0	-1%
Total Operating Expenses	3,397.0	3,430.8	3,439.6	3,759.5	4,027.8	
Non Operating Expense	0.0	413.1	0.0	0.0	0.0	
Total Operating and Non Operating Expenses:	3,397.0	3,843.9	3,439.6	3,759.5	4,027.8	19%
Total Expenses per FTE**	23.0	27.0	24.5	26.5	28.5	
** FTE is average fulltime enrollment for the year						
Change in Net Assets (Rev. - Exp.)	-105.2	-647.9	-495.4	775.1	426.6	
[Includes non-operating activities]						

3. Financial Ratios

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	
<i>[from US Dept. of Education]</i>						
1. Financial Strength Ratio	1.50	1.50	1.10	2.00	3.00	
[composite ranges from -1 to +3]						
[one measure of overall health]						
2. Primary Reserve Ratio	-1.0%	9.2%	2.6%	6.0%	4.5%	
(Expended Net Assets/Total Exp.)						
[cash on hand to pay annual exp., margin against adversity]						
[Maximum applicable to Financial Strength Ratio: 30%]						
3. Equity Ratio	82.0%	80.4%	70.5%	81.6%	80.0%	
(Net Assets/Total Assets)						
[Capital Resources ability to borrow & financial viability]						
[Maximum applicable to Financial Strength Ratio: 30%]						
4. Net Income Ratio	1.0%	-4.7%	-16.8%	18.9%	9.5%	
(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	0.8%	-6.6%	-22.4%	18.8%	20.6%	
(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	11.17%	11.72%	38.93%	15.18%	1.90%	
(Principal & Interest/Total Unrestricted Revenue)						
[the proportion of an institution's assets that are financed by debt]						

7. Acid Test Ratio	0.6	0.6	0.5	3.9	7.7
(Cash, Rcvbls., Mrkt.Sec./Current Liabil's)					
*in 2013-14 funds were reclassified					
8. Current Liab. to Net Assets	12.0%	7.0%	7.0%	3.7%	3.8%
(Current Liab./Net Assets)					
9. Total Liab. to Net Assets	22.2%	23.6%	23.6%	22.4%	24.9%
(Total Liabilities/Net Assets)					
10. Operating Revenue Ratio	28.1%	26.0%	31.5%	30.2%	30.2%
(Net Tuition & Fees/Total Op. Exp.)					
11. Private Gifts Ratio	39.3%	30.6%	28.8%	64.8%	53.4%
(All Private Gifts/Total Op. Exp.)					
12. Investment Income Ratio	0.0%	-0.1%	0.0%	0.1%	0.3%
(Investment Income/Total Op. Exp.)					
13. Aux. Services Income Ratio	23.6%	20.6%	20.8%	19.4%	21.9%
(Auxiliary Income/Total Op. Exp.)					
14. Tuition Discount Ratio	28.7%	26.6%	26.2%	21.6%	21.1%
(Total Institutional Financial Aid/Gross Tuition & Fees)					
15. Unfunded Discount Ratio	22.2%	20.6%	19.9%	17.2%	19.3%
(Total Unfunded Institutional Aid/Gross Tuition & Fees)					
16. Net Tuition/FTE** (thousands)	\$6.461	\$7.015	\$7.708	\$8.013	\$8.612
Percentage of Gen & Ed Rev.	38%	42%	49%	30%	34%
17. Private Gifts/FTE**	\$9.026	\$8.249	\$7.043	\$17.158	\$15.236
Percentage of Gen & Ed Rev.	54%	49%	44%	64%	60%
18. General & Educational Revenue/FTE	\$16.843	\$16.884	\$15.866	\$26.805	\$25.303
19. Auxilary Revenue/FTE**	\$5.429	\$5.544	\$5.089	\$5.152	\$6.244
Percentage of Total Revenue	24%	25%	24%	16%	20%
20. Total Revenue per FTE**	\$22.272	\$22.428	\$20.955	\$31.956	\$31.547
21. Instruction Allocation Ratio	16.4%	16.2%	18.7%	17.1%	19.5%
(Instructional Exp./Total Op. Exp.)					
22. Acad. Support Alloc. Ratio	8.3%	7.6%	9.2%	11.6%	10.2%
(Academic Supp. Exp./Total Op. Exp.)					
23. Student Services All. Ratio	15.9%	14.5%	16.7%	17.2%	20.8%
(Student Serv. Exp./Total Op. Exp.)					
24. Instit. Support Alloc. Ratio	30.1%	26.0%	28.6%	28.9%	25.1%
(Inst. Supp. Exp./Total Op. Exp.)					
25. Aux. Ent. Allocation Ratio	29.3%	24.9%	26.8%	25.2%	24.4%
(Aux. Exp./Ttl.Op. Exp.)					
26. Debt Service to Oper. Expenses	10.8%	9.7%	33.3%	18.3%	2.1%
[= % of expenses spent on debt]					

** FTE is average fulltime enrollment for the year

4. Revenue and Expenses for Academic Programs

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

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	5-Year Trend
Gross Tuition Revenue	1,338.9	1,362.0	1,467.7	1,450.5	1,542.2	15%
Less Institutional Aid	383.9	362.3	384.7	313.6	326.1	-15%
Net Tuition Revenue	955.0	999.7	1,083.0	1,136.9	1,216.1	27%
Direct Instructional Costs *	557.5	623.2	642.3	642.3	786.3	41%
Academic Support Costs **	282.8	292.7	317.9	434.9	412.0	46%
Total Direct Costs	840.3	915.9	960.2	1,077.2	1,198.3	43%
Net Gain (Loss)	114.7	83.8	122.8	59.7	17.8	-84%

* 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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	5-Year Trend
Salaries (all employees)	1,689.9	1,705.2	1,837.9	1,869.9	1,921.3	14%
Sal./Ben. as % of All Exp.	50%	44%	53%	50%	48%	-4%

2. Faculty Salaries

[Benefits not included due to housing/FICA variations]

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	5-Year Trend
Faculty Salaries	447.7	515.4	504.8	497.3	498.6	11%

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

3. Staff Salaries and Benefits

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	5-Year Trend
Staff Salary and Benefits	1,077.7	1,100.3	1,237.5	1,304.4	1,212.4	12%

4. Student Financial Aid

	<u>2004-05</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	10-Year Trend	5-Year Trend
a. Federal Grants	220,496	341,492	476,095	478,999	461,386	539,150	145%	58%
b. *State Grants (NC Ed Lottery Sch - 07-08 1st yr)	1,750	21,449	11,716	10,300	328,317 ***	374,924	na	na
c. Institutional Grants/Waivers	354,385	380,807	334,602	369,084	342,867	361,728	2%	-5%
d. Scholarships External	17,650	9,550	12,000	12,000	1,500	18,156	3%	90%
e. Federal Work Study Funds	15,003	13,273	11,022	9,890	7,761	7,417	100%	-44%
f. **Loans	<u>712,550</u>	<u>1,349,975</u>	<u>1,375,400</u>	<u>1,444,757</u>	<u>1,274,072</u>	<u>1,208,515</u>	<u>70%</u>	<u>-10%</u>
g. Total \$ of Aid	1,321,834	2,116,546	2,220,835	2,325,030	2,415,903	2,509,890	90%	19%

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

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

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

h. Fed./St. Grants as % of Aid	17%	17%	22%	21%	32%	37%	120%	116%
i. Inst.Grants/Waivers % Aid	28%	19%	16%	16%	15%	15%	-47%	-21%
j. Loans as % of Aid	54%	64%	62%	62%	53%	48%	-11%	-25%
k. MACU Default Rate (3yr)		14.3%	7.4%	19.1%	na	na		
l. National Default Rate (3yr)		13.4%	14.7%	13.7%	na	na		

5. Financial Aid: Borrowing Trends

	<u>2004-05</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	10-Year Trend	5-Year Trend
a. Loans as % of all aid	54%	64%	62%	62%	53%	48%	-11%	-25%
b. Percent of students w/ loans	63%	79%	81%	80%	84%	78%	24%	-1%
c. Amount of avg. loan	3,485	9,184	9,788	9,505	8,551	7,506	115%	-18%
d. Annual educational costs *	17,130	22,160	22,912	23,450	24,310	25,090	46%	13%
e. Avg. loan as % of annual costs	20%	41%	43%	41%	35%	30%	47%	-28%
f. % of grads leaving w/ loans	72%	81%	81%	97%	91%	92%	28%	14%
g. Avg. loan at graduation	16,063	25,097	24,131	37,108	34,110	27,860	73%	11%

* 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>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
a. Number of donor churches	220	233	246	248	246	238	231	226	199	199
b. Number of business donor:	82	78	66	68	79	69	57	64	61	49
c. Number of alumni donors										295
* Subset - Number of grad	212	267	343	322	307	217	202	235	229	211
d. Number of other individual	998	791	743	732	861	660	625	613	514	361
e. Number of estate gifts						2	2	1	2	3
f. Percent of repeat donors from previous year					61.0%	59.9%	64.0%	60.8%	83.7%	69.7%
g. Number of new donors to the University					318	176	138	162	115	103
h. Number of undergraduate graduates									1,132	1,085
i. Number of undergraduate graduates solicited									1,113	1,072
j. Number of undergraduate graduates who donated									229	211

10-year Trend	5-Year Trend
-10%	-16%
-40%	-29%
0%	-3%
-64%	-45%

2. Gift Income by Donor Amounts

[Restricted & Unrestricted]	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
a. Churches	444,866	437,942	583,363	559,921	501,533	548,629	477,963	469,402	478,132	596,285
b. Business/Org./Founda	135,343	273,987	206,256	206,580	149,104	143,645	201,781	166,664	143,540	402,867
c. Alumni										243,338
* Sub-set Graduates	162,586	188,801	279,282	256,736	255,363	189,467	156,701	114,653	315,458	160,104
d. Other Individuals	353,171	760,305	526,807	384,141	261,876	324,200	391,013	326,276	1,599,296	330,599
e. Payment on Pledges	15,116	1,095,505	0	0	0	0	0	0	0	0
f. Sub-Total:	1,111,082	2,756,540	1,595,708	1,407,378	1,167,876	1,205,941	1,227,458	1,076,995	2,536,426	1,573,089
g. Estates						301,493	102,619	3,540	223,176	708,745
h. Total Given						1,507,434	1,330,077	1,080,535	2,759,602	2,281,834
i. % of total given by Alumni										11%
j. % of total given by Graduat	14.63%	6.85%	17.50%	18.24%	21.87%	15.71%	11.78%	10.61%	11.43%	7.02%

10-Year Trend	5-Year Trend
34%	9%
198%	180%
-2%	-15%
-6%	2%
-100%	0%
105%	89%

3. Median Gift amounts

	<u>2013-14</u>
a. Per single gift	
of all giving	\$100.00
individual	\$65.00
church	\$150.00
organization	\$1,000.00
b. Per total giving of year	
of all giving	\$308.00
individual	\$110.00
church	\$1,200.00
organization	\$500.00

4. Mid-Atlantic Society

- a. # who qualify
- b. Total amount given
- c. % of sub-total given
- d. % of total # of donors

<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
273	324	296	292	300
971,224	952,932	867,890	2,506,934	1,382,586
80.54%	77.63%	80.58%	98.84%	87.89%
23.06%	29.06%	26.01%	29.11%	33.19%

10-Year Average	5-Year Average
	297
	1,336,313
	85.10%
	28.08%

5. Expectancies

<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
7,375,479	7,698,636	7,789,081	8,087,144