

Central Christian College of Kansas

Fall 2019 - Quick Facts

Mission: Christ-centered Education for Character
 Accreditation: Higher Learning Commission/Kansas State Department of Education

The college operates with two distinct Schools: The School of Liberal Arts and Sciences (SAS) and the School of Professional and Distance Education (SPE), which also houses a high-school concurrent program.

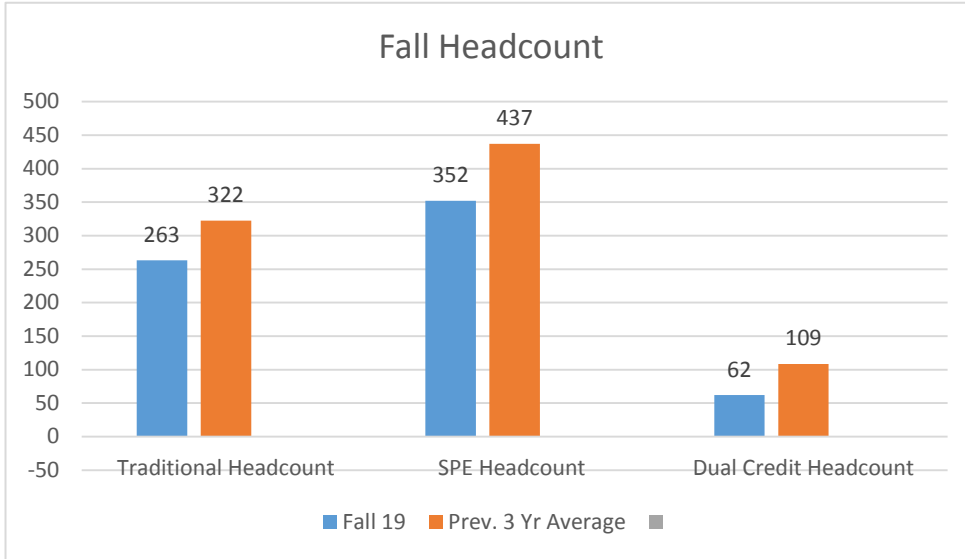
Enrollment Demographics

Ethnicity		Campus Population			Enrollment By Degree		
American Indian/Native	2%		<i>N</i>	%	Associate of Arts	106	
Asian/Pacific Islander	1%	Dual Credit	62	9%	Associate of Criminal Justice	17	
African American	15%	Excel	0	0%	Associate of General Studies	2	
Hispanic/Latino	13%	Residential	263	39%	Bachelor of Arts	60	
White	58%	Online	352	52%	BA in Music	0	
Other	11%	Total	677	100%	BBA	42	
SAS Retention/Persistence (3YR Avg)		Gender			Bachelor of Education		2
1st Year Retention	54%	Female		55%	Bachelor of Elem. Education	12	
Four Year Grad Rate	44%	Male		45%	Bachelor of Music	2	
CFI - FY 2019		Degrees Awarded (2019-20)			Bachelor of Physical Education		4
Primary Reserve Ratio	-0.30	Associate		30	Bachelor of Science	75	
Equity Ratio	0.80	Bachelor		120	Bachelor of Science in Business	84	
Net Income Ratio	0.59	Total		150	BSCJ	81	
Composite Index	1.09				BSHA	32	
					BIS	0	
					BAM	1	
					BS in Psychology	68	
					Bachelor of Sports Science	36	
					NDS	86	
					Dual-Degrees	42	
					Total	668	

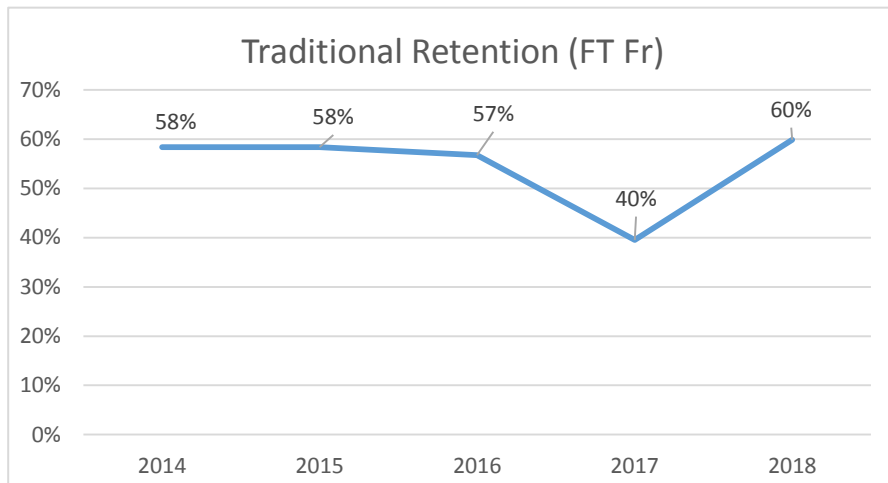
Outcomes 2019-20

Core-4 Measures		
Heart: M-GUDS-S Diversity Scale	3.13	3.01-3.4 (Proficient); ≥ 3.5 (Ideal)
Heart: STI Connecting with Community	3.8	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)
Soul: STI Connecting with God	4.16	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)
Soul: STI Connecting with Spiritual Practices	3.82	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)
Mind: CCTST	68.83	≥ 50% (Proficient); ≥75% (Ideal)
Mind: STI Self & Others	4.22	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)
Strength: God's Kingdom	3.91	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)
Strength: Portfolio Completion	100%	= 100% Completion
Strength: Fitness Assessment	85%	= 100% Completion
Strength: Placement Ratio	70%	Placement Scores ≥ 85%

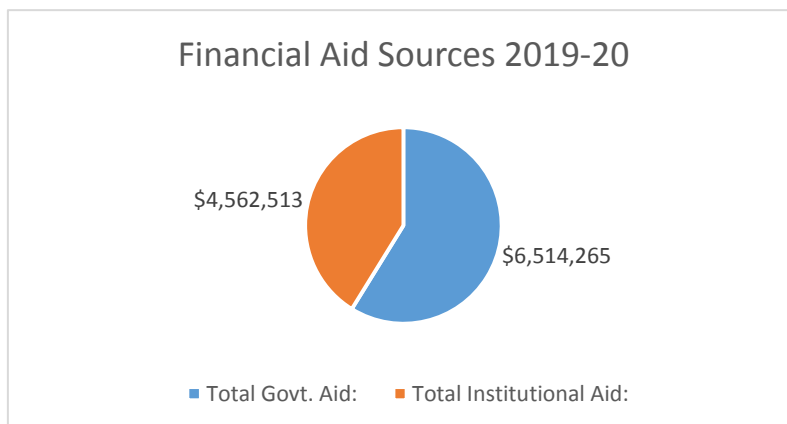
Fall Enrollment Quick Glance



Retention Quick Glance



Admissions & Aid Quick Glance



82% of students receiving Financial Aid
100% of traditional students receiving Financial Aid

Administrative Staff

Presidents

L. Glen Lewis	1914 - 1919
Charles A. Stoll	1919 - 1939
Orville S. Walters	1939 - 1944
Charles V. Fairbairn*	1944 - 1945
Mendall B. Miller	1945 - 1953
G. Edgar Whiteman	1953 - 1955
Elmer E. Parsons	1955 - 1964
Bruce L. Kline	1964 - 1980
Dorsey Brause	1981 - 1987
Harvey Ludwick	1987 - 1990
John A. Martin	1990 - 1996
Donald L. Mason	1996 - 2005
Dwight B. Reimer	2005 - 2009
Jerry Alexander*	2009 - 2010
Hal Hoxie	2010 - 2018
Lenny Favara	2018 -

**Interim President*

Chief Development Officers

Charles A. Stoll	1915 - 1918
G. Martin Cottrill	1942 - 1953
Merle S. Olson	1966 - 1969
John F. Ferrell	1969 - 1992
Stuart Cook	1992 - 1994
Michael Green	1994 - 1996
Calvin Hawkins	1996 - 2012
David Jeffery	2012 - 2013
David Jeffery	2012 - 2014
Robert Legg	2014 - 2015
Dean Kroeker	2015 -

Chief Financial Officer

Paul R. Helsel	1920 - 1923
Martin Brandt	1955 - 1959
Marvin Sellberg	1959 - 1961
Richard Walters	1961 - 1965
Roger Pounds	1965 - 1968
Ellis Odermann	1968 - 2000
Bryan Blankenship	2000 - 2004
Chris Lewis	2004 - 2005
Dale Burge	2006 - 2009
David Ferrell	2009 - 2012
Phil Nelson	2013 - 2016
Chris Stocklin	2016 - 2018
LeAnn Moore	2018 -

Chief Academic Officers

Charles A. Stoll	1915 - 1925
Ray E. Miller	1925 - 1927
Charles A. Stoll	1927 - 1929
Ortto M. Miller	1929 - 1937
Chester A. Ward	1937 - 1939
Alvin A. Ahern	1940 - 1941
Leonard H. Randall	1941 - 1942
Burton Martin	1942 - 1943
Warren McMullen	1943 - 1945
Russell J. Anderson	1945 - 1954
Howard Krober*	1954 - 1957
Henry M. Flowers	1957 - 1960
Bruce L. Kline	1960 - 1962
Bob R. Green	1962 - 1967
Howard Perkins	1967 - 1973
Wesley L. Knapp	1973 - 1974
Jerry E. Alexander+	1974 - 2011
Leonard Favara+	2011 - 2019
Jacob Kaufman	2019 -

**Officer also served as Provost*

Chief Student Affairs Officer

Hubert Wash	1957 - 1959
Eugene Stewart/	1959 - 1960
Bruce L. Kline	
John Ferrell	1960 - 1968
Calvin Hawkins	1968 - 1972
Jay Dargan	1972 - 1974
Don Scott	1974 - 1985
Don Munce	1985 - 1987
Ed McDowell	1987 - 1991
James Garrison	1991 - 1992
Michael Green	1992 - 1994
Patty Shorb	1994 - 1995
Jon Kulaga	1995 - 1997
Don Mason	1997 - 1998
Jerry Malone	1998 - 2007
Chris Smith	2008 - 2017
Joel Figgs	2017 - 2018
John Walker	2018 -

Foundation Director

David Ferrell	2018 -
---------------	--------

Legend/Glossary

SPE	School of Professional and Distance Education
SAS	School of Liberal Arts and Sciences
FTE	Full-time Equivalent (Fulltime Headcount*(Part-time Headcount * .392857))
Cohort	A specified group, most commonly associated with the enrollment start date
Retention	Percentage of a given cohort that is retained from one point to another
Persistence	Percentage of a given cohort that continues toward educational goal
Attrition	Percentage of decrease associated with any cohort
DNR	

[A glossary of Data Terms is available at the National Center for Education Statistics](#)

Starting with Fall 2013, Student FTE was calculated according to IPEDS standards, as outlined on their website. This meant multiplying part-time credit by 0.392857 and then adding it to the Full-Time student headcount (in accordance with the value outlined for private nonprofit and for-profit 4-year institutions).

Fall Enrollment Data

Fall - 2015 Fall - 2016 Fall - 2017 Fall - 2018 Fall - 2019

Overall Headcount

Full-time: SAS	275	312	334	287	255
Part-time: SAS	11	3	7	10	4
Part-time: NDS (SAS)	4	3	10	1	4
Part-time: NDS (EXCEL)	0	0	0	0	0
Part-time: NDS (Online)	1	0	0	0	11
Full-time: SPE (EXCEL)	46	28	9	0	
Full-time: SPE (Online)	798	451	387	352	325
Part-time: SPE (EXCEL)	3	3	3	0	
Part-time: SPE (Online)	15	30	28	20	16
Dual Credit (NDS)	216	183	91	52	62

Traditional Headcount (F, P, & NDS)	290	318	351	298	263
Professional Ed. Headcount	863	512	427	372	352
Dual Credit (NDS) Headcount	216	183	91	52	62
Total Students (Overall)	1369	1013	869	722	677

Overall	2013	2014	2015	2016	2017	2018	2019
IPED's Outcome Measures (Award Rate)							
IPED's Fall Enrollment (Retention)	54%	56%	48%	53%	41%	61%	
SAM (Student Achievement Measure) First-Ti	66%						
SAM (Student Achievement Measure)/w Tran	82%						
College Scorecard Retention				56% [68%]	56% [69%]		
College Scorecard Graduation Rate				40% [42%]	40% [42%]		

Retention & Persistence Overall Institution

FT, Ft Freshmen	Cohort Count	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	7th Year	8th Year
		Ret.	Pers.	Pers.	Pers.	Pers.	Pers.	Pers.	Pers.
2008	101	75%	57%	51%	47%	47%	47%	47%	47%
2009	111	61%	49%	45%	42%	41%	41%	41%	41%
2010	99	63%	44%	37%	33%	33%	29%	29%	29%
2011	223	51%	36%	34%	30%	29%	27%	26%	26%
2012	140	58%	39%	35%	31%	29%	29%	29%	29%
2013	236	66%	42%	30%	27%	25%	25%	25%	
2014	349	60%	29%	25%	22%	21%	21%		
2015	247	46%	28%	23%	22%	21%			
2016	144	58%	36%	33%	32%				
2017	175	46%	30%	25%					
2018	171	57%	37%						
2019	126	64%							
2020	125								

Transfer Persistence	Cohort Count	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	7th Year	8th Year
		Pers.	Pers.	Pers.	Pers.	Pers.	Pers.	Pers.	Pers.
2008	27	63%	52%	52%	48%	48%	48%	48%	48%
2009	23	78%	74%	70%	70%	70%	70%	70%	70%
2010	32	81%	66%	66%	63%	63%	63%	59%	59%
2011	184	85%	70%	65%	61%	59%	58%	58%	58%
2012	192	79%	65%	54%	49%	48%	48%	47%	47%
2013	271	83%	61%	49%	46%	45%	45%	45%	

2014	379	74%	41%	34%	32%	31%	30%
2015	299	61%	45%	39%	37%	36%	
2016	149	83%	60%	54%	52%		
2017	161	68%	47%	44%			
2018	170	75%	59%				
2019	130	82%					
2020	103						

Retention & Persistence Traditional Students

FT, Ft Freshmen	Cohort Count	1st Year Ret.	2nd Year Pers.	3rd Year Pers.	4th Year Pers.	5th Year Pers.	6th Year Pers.	7th Year Pers.	8th Year Pers.
2008	101	75%	57%	51%	47%	47%	47%	47%	47%
2009	111	61%	49%	45%	42%	41%	41%	41%	41%
2010	87	62%	48%	40%	36%	36%	33%	33%	33%
2011	112	51%	43%	42%	39%	38%	38%	38%	38%
2012	67	73%	58%	54%	54%	51%	51%	51%	51%
2013	100	67%	57%	51%	51%	48%	48%	48%	
2014	99	71%	53%	48%	44%	44%	44%		
2015	84	58%	44%	39%	38%	38%			
2016	97	57%	34%	34%	34%				
2017	124	40%	25%	23%					
2018	112	60%	38%						
2019	64	59%							
2020	104								

Transfer Persistence	Cohort Count	1st Year Pers.	2nd Year Pers.	3rd Year Pers.	4th Year Pers.	5th Year Pers.	6th Year Pers.	7th Year Pers.	8th Year Pers.
2008	27	63%	52%	52%	48%	48%	48%	48%	48%
2009	23	78%	74%	70%	70%	70%	70%	70%	70%
2010	28	79%	68%	68%	64%	64%	64%	64%	64%
2011	32	69%	66%	59%	56%	56%	53%	53%	53%
2012	17	82%	76%	71%	71%	71%	71%	71%	71%
2013	27	63%	56%	52%	44%	44%	44%	44%	
2014	29	76%	62%	55%	55%	55%	55%		

2015	29	69%	62%	62%	59%	59%
2016	36	78%	53%	50%	50%	
2017	38	50%	39%	39%		
2018	41	71%	63%			
2019	33	67%				
2020	32					

Retention & Persistence Online Students

FT, Ft Freshmen	Cohort Count	1st Year Ret.	2nd Year Pers.	3rd Year Pers.	4th Year Pers.	5th Year Pers.	6th Year Pers.	7th Year Pers.	8th Year Pers.
2010	12	67%	17%	17%	17%	17%	0%	0%	0%
2011	111	50%	30%	26%	22%	20%	16%	14%	14%
2012	73	44%	22%	18%	11%	10%	8%	8%	8%
2013	136	65%	31%	15%	9%	9%	9%	9%	
2014	250	56%	22%	15%	13%	12%	11%		
2015	163	40%	20%	15%	14%	13%			
2016	47	60%	40%	32%	28%				
2017	51	61%	41%	29%					
2018	59	53%	34%						
2019	61	70%							
2020	21								

Transfer Persistence	Cohort Count	1st Year Pers.	2nd Year Pers.	3rd Year Pers.	4th Year Pers.	5th Year Pers.	6th Year Pers.	7th Year Pers.	8th Year Pers.
2010	4	1	0.5	0.5	0.5	0.5	0.5	0.25	0.25
2011	152	89%	71%	66%	62%	60%	59%	59%	59%
2012	175	79%	64%	52%	47%	46%	46%	45%	45%
2013	244	85%	61%	48%	46%	45%	45%	45%	
2014	350	73%	39%	32%	30%	29%	28%		
2015	270	60%	43%	37%	35%	34%			
2016	113	85%	62%	56%	53%				
2017	123	74%	49%	46%					
2018	129	77%	57%						

2019	97	87%
2020	71	

Overall Bachelor-Seeking FT-Freshman Graduation Rate

Cohort	# of Students	4 Years	5 Years	6 Years	8 Years
2008	93	38%	41%	42%	43%
2009	107	29%	36%	36%	37%
2010	93	23%	23%	25%	25%
2011	211	14%	17%	20%	21%
2012	133	19%	23%	24%	24%
2013	234	16%	21%	25%	25%
2014	342	10%	14%	18%	
2015	240	11%	13%		
2016	126	17%			
2017	153				
2018	148				
2019	101				
2020	125				

On-Ground Bachelor-Seeking FT-Freshman Graduation Rate

Cohort	# of Students	4 Years	5 Years	6 Years	8 Years
2008	93	38%	41%	42%	43%
2009	107	29%	36%	36%	37%
2010	81	26%	26%	28%	28%
2011	100	24%	28%	30%	30%
2012	60	38%	45%	45%	45%
2013	98	37%	46%	47%	47%
2014	93	30%	40%	41%	
2015	78	29%	32%		
2016	92	23%			
2017	123				
2018	111				

2019	65
2020	104

Online Bachelor-Seeking FT-Freshman Graduation Rate

Cohort	# of Students	4 Years	5 Years	6 Years	8 Years
2008					
2009					
2010	12	0%	0%	0%	0%
2011	111	5%	6%	12%	14%
2012	73	3%	4%	7%	7%
2013	136	1%	2%	9%	9%
2014	249	2%	5%	9%	
2015	162	2%	4%		
2016	34	3%			
2017	30				
2018	37				
2019	36				
2020	21				

Spring Enrollment Data

SP-2015 SP-2016 SP-2017 SP-2018 SP-2019 SP-2020

Degree Seeking SAS Headcount (Grade Level)

Freshman	66	68	77	109	77	60
Sophomore	87	60	54	64	61	69
Junior	64	74	52	55	58	55
Senior	55	73	100	73	63	68
Residential Headcount (SAS)	272	275	283	301	259	252

Fall to Spring Retention (SAS)

93.1% 88.1% 87.8% 88.9% 90.2%

New Spring SAS Enrollments

7 8 9 15 14 14

Overall Headcount

Full-time: SAS	262	264	281	286	248	243
Part-time: SAS	10	11	11	9	11	9
Part-time: NDS (SAS)	4	3	5	6	2	1
Part-time : NDS (EXCEL)		0	0	0	0	0
Part-time: NDS (Online)		0	0	0	4	25
Full-Time - SPE (EXCEL)	44	38	19	0	0	0
Full-Time - SPE (Online)	573	556	434	386	401	299
Part-time SPE: (EXCEL)	1	0	5	0	0	0
Part-time SPE: (Online)	43	11	26	32	64	32
Dual Credit (NDS)	90	93	94	94	29	29
Traditional Headcount (F & P)	276	278	297	301	261	253
Professional Ed. Headcount (Overall)	661	605	484	418	469	356
Dual Credit (NDS)	90	93	94	94	29	29
Total Students	1027	976	875	813	759	638

Credits

SAS Full time Credits	3739	3774	3968	4357		4124
SAS Part-Time Credits	98	87	103	146		81
Total Credits (Traditional)	3837	3861	4071	4503	3737	4205
Dual Credit Credits	315	345	357	198	126	123
SPE Full-time (EXCEL) Credits	540	456	180	0	0	0
SPE Full-time (Online) Credits	6804	6672	3135	4986		
SPE Part-time (EXCEL) Credits	9	0	45	0	0	0
SPE Part-time (Online) Credits	435	71	153	309		
Total Credits (Online)	7788	7199	3513	5295	4491	0
Total Credits (Overall)	11940	11405	7941	9996	8354	4328

Full-time Equivalency (FTE)

Total FTE (Overall)	937.14	904.36	789.39	727.39	692.21	579.71
---------------------	--------	--------	--------	--------	--------	--------

SAS Full-time FTE	262.00	264.00	281.00	286.00	248.00	243.00
SAS Part-time FTE	5.50	5.50	6.29	5.89	5.11	3.93
SAS FTE	267.50	269.50	287.29	291.89	253.11	246.93
Dual-Credit FTE	35.36	36.54	36.93	36.93	11.39	11.39
SPE Full-time (Ground) FTE	44.00	38.00	19.00	0.00	0.00	0.00
SPE Full-time (Online) FTE	573.00	556.00	434.00	386.00	401.00	299.00
SPE Part-time (Ground) FTE	0.39	0.00	1.96	0.00	0.00	0.00
SPE Part-time (Online) FTE	16.89	4.32	10.21	12.57	26.71	22.39
SPE FTE	634.29	598.32	465.18	398.57	427.71	321.39

Professional FTE	556.29	514.21	250.93	378.21	320.79	0.00
-------------------------	---------------	---------------	---------------	---------------	---------------	-------------

Total Student Enrollment Projection Formula: 606.8

A = Currently registered students	575
B = Number of new enrollees (3 year avg.)	493
C = Number of graduating students (3 year avg.)	177
D = Number of attritions (3 year avg.)	299
E = Rate of desired enrollment growth	0.03

SAS Student Enrollment Projection Formula: 219.3

A = Currently registered students	275
B = Number of new enrollees (3 year avg.)	123
C = Number of graduating students (3 year avg.)	60
D = Number of attritions (3 year avg.)	123
E = Rate of desired enrollment growth	0.03

SPE Student Enrollment Projection Formula: 411.7

A = Currently registered students	300
B = Number of new enrollees (3 year avg.)	370
C = Number of graduating students (3 year avg.)	110
D = Number of attritions (3 year avg.)	160
E = Rate of desired enrollment growth	0.03



Financial Statement of Activities - Audit Report

	FY2015	FY2016	FY2017	FY2018	FY2019
Operating Revenues					
Student Tuition & Fees	\$ 12,471,177	\$ 12,558,097	\$ 12,642,003	\$ 13,545,157	\$ 12,055,350
Scholarship and Grants	\$ (3,713,447)	\$ (4,126,082)	\$ (4,635,768)	\$ (4,911,392)	\$ (4,566,218)
Net Tuition	\$ 8,757,730	\$ 8,432,015	\$ 8,006,235	\$ 8,633,765	\$ 7,489,132
Private Gifts and Grants	\$ 1,152,732	\$ 1,514,210.00	\$ 659,508.00	\$ 961,265.00	\$ 2,288,111.00
Government Grants	\$ 127,356	\$ 123,741.00	\$ 236,029.00	\$ 17,988.00	\$ 63,908.00
Investment Income (Endowments)	\$ 35,011	\$ 36,480.00	\$ 36,967.00	\$ 29,803.00	\$ 49,985.00
Investment Income	\$ 9,510	\$ 11,498.00	\$ 2,252.00	\$ 10,716.00	\$ 16,308.00
Other Income	\$ 93,334	\$ 158,383.00	\$ 64,818.00	\$ 130,563.00	\$ 261,292.00
Net Realized/Unrealized Gains (Losses)	\$ (30,283)	\$ (51,420.00)	\$ 182,123.00	\$ 83,085.00	\$ 29,362.00
Auxiliary Enterprises	\$ 2,006,090	\$ 2,133,987.00	\$ 2,353,104.00	\$ 2,361,763.00	\$ 1,779,894.00
Coffee Shop Income	\$ 178,170	\$ 70,136.00	\$ -	\$ -	\$ -
Day Care Income	\$ 831,151	\$ 1,163,580.00	\$ 1,272,371.00	\$ 1,396,101.00	\$ 1,363,197.00
Two Tigers and a Truck Income	\$ 61,047	\$ 130,890.00	\$ 145,175.00	\$ 93,477.00	\$ 75,378.00
Central Christian Ventures Income				\$ 11,037.00	\$ -
KCTC Income		\$ 41,833.00	\$ 38,471.00	\$ 25,058.00	\$ 13,760.00
Net assets released from restrictions			\$ -	\$ -	\$ -
Net Gains (Losses) - Disposal of Fixed Assets					
Total Operating Revenues	\$ 13,221,848	\$ 13,765,333	\$ 12,997,053	\$ 13,754,621	\$ 13,430,327

Operating Expenses

Instruction	\$ 6,434,387	\$ 6,146,964	\$ 5,978,975	\$ 7,131,645	\$ 5,632,078
Write-Off	\$ (198,000)	\$ (245,453)	\$ (674,839)	\$ (1,450,721)	\$ (300,000)
	\$ 6,236,387	\$ 5,901,511	\$ 5,304,136	\$ 5,680,924	\$ 5,332,078
Academic Support	\$ 322,112	\$ 309,475	\$ 299,313	\$ 357,017	\$ 281,947
Student Services	\$ 1,966,952	\$ 1,889,787	\$ 1,827,735	\$ 2,180,099	\$ 1,721,691
Institutional Support	\$ 1,954,018	\$ 1,877,360	\$ 1,815,717	\$ 2,165,763	\$ 1,710,370
Auxiliary Expenses	\$ 1,770,804	\$ 1,701,334	\$ 1,645,471	\$ 1,962,696	\$ 1,550,001
Coffee Shop Expenses	\$ 267,051	\$ 130,453	\$ 170	\$ -	\$ -

CCC Holdings Expenses						\$	525,855
Foundation Expenses					\$	13,592	\$ 39,290
Day Care Expenses	\$ 648,285	\$ 861,348	\$ 973,098	\$ 1,014,439	\$		\$ 1,135,857
KCTC Expenses		\$ 36,481	\$ 36,545	\$ 33,135	\$		\$ 23,607
Heartbeat Coffee Expenses				\$ 25,142	\$		\$ 79,780
Central Christian Ventures Expenses				\$ 10,671	\$		\$ -
Two Tigers and a Truck Expenses	\$ 57,286	\$ 113,174	\$ 189,243	\$ 135,495	\$		\$ 97,205
Total Operating Expenses	\$ 13,420,895	\$ 13,066,376	\$ 12,766,267	\$ 15,029,694	\$		\$ 12,797,681

Results From Operations	\$ (199,047)	\$ 698,957	\$ 230,786	\$ (1,275,073)	\$		\$ 632,646
--------------------------------	---------------------	-------------------	-------------------	-----------------------	-----------	--	-------------------

Other Changes

Private Gifts/Grants for Endowments	\$ 11,649.00	\$ 134,986.00	\$ 46,829.00	\$ 71,128.00
Gain(Loss) - Perpetual Trusts	\$ (25,233.00)	\$ 39,546.00	\$ 63,640.00	\$ 13,922.00
Changes in Split-Interest Agreements	\$ 601,679.00	\$ 75,097.00	\$ 204,440.00	\$ 161,869.00
Change in Assets	\$ (199,047.00)	\$ 1,287,052.00	\$ 480,415.00	\$ (960,164.00)

Consolidated Statement of Financial Position

Assets

Cash & Cash Equivalents	\$ 210,171.00	\$ 609,364.00
Accounts Receivable (Net)	\$ 1,763,685.00	\$ 1,832,341.00
Unconditional Promises to Give (Net)	\$ 70,345.00	\$ 74,586.00
Prepays & Other Assets	\$ 199,071.00	\$ 157,704.00
Loans to Students (Net)	\$ 1,795,685.00	\$ 1,690,933.00
Loans to Others (Net)	\$ 41,317.00	\$ 38,080.00
Investments	\$ 2,546,565.00	\$ 2,659,639.00
Assets Held in Trust	\$ 13,167.00	\$ 9,536.00
Charitable Remainder Trusts	\$ 1,414,782.00	\$ 1,610,959.00
Perpetual Trusts	\$ 654,415.00	\$ 668,337.00
Good will	\$ 348,800.00	\$ 348,800.00
Intangible Assets (Net)	\$ 170,002.00	\$ 83,215.00
Property, Plant, and Equipment	\$ 7,151,750.00	\$ 7,671,516.00
Total Assets	\$ 16,379,755.00	\$ 17,455,010.00

Liabilities

Checks Issued In Excess				\$	134,231.00	\$	-
Accounts Payable - Accrued Liabilities				\$	927,255.00	\$	1,368,303.00
Student Deposits				\$	18,125.00	\$	-
Split-Interest Agreements Payable				\$	332,976.00	\$	336,430.00
Federal Loan Funds Refundable				\$	1,462,889.00	\$	1,471,303.00
Capital Lease				\$	67,953.00	\$	9,708.00
Long-term Debt				\$	8,380,533.00	\$	8,333,908.00
Total Liabilities				\$	11,323,962.00	\$	11,519,652.00

Net Assests

Without Donor Restriction	\$	(1,332,993.00)	\$	(630,664.00)	\$	(410,389.00)	\$	(1,658,750.00)	\$	(1,143,686.00)	
Undesignated								\$	(362,014.00)	\$	(471,586.00)
Invested (P & E) - Net of Related Debt								\$	(1,296,736.00)	\$	(672,100.00)
Assets: Temporarily Restricted	\$	153,908.00	\$	201,396.00	\$	287,004.00	\$	244,997.00			
Assets: Permanently Restricted	\$	5,427,575.00	\$	5,964,810.00	\$	6,139,342.00	\$	6,469,546.00	\$	7,079,044.00	
Net Assets	\$	4,248,490.00	\$	5,535,542.00	\$	6,015,957.00	\$	5,055,793.00	\$	5,935,358.00	

Debt

	FY2015	FY2016	FY2017	FY2017	FY2019
Accounts Payable (Carry Over)	\$ 1,419,371.00	\$ 965,949.00	\$ 559,970.00	\$ 927,255.00	\$ 1,368,303.00
Notes Payable	\$ -	\$ 480,780.00	\$ 450,418.00	\$ 134,231.00	
Long-term Debt	\$ 7,801,933.00	\$ 7,783,974.00	\$ 8,376,229.00	\$ 8,380,533.00	\$ 8,333,908.00
	\$ 9,221,304.00	\$ 9,230,703.00	\$ 9,386,617.00	\$ 9,442,019.00	\$ 9,702,211.00

Endowment

Investment Income	\$	35,011.00	\$	36,480.00	\$	36,967.00	\$	29,803.00	\$	49,985.00
Net Appreciation/(losses)										
New Gifts	\$	12,518.00	\$	11,649.00	\$	134,986.00	\$	46,829.00	\$	71,128.00
Appropriation of Endowment										
Change in Value (Split-interest Agreements)	\$	27,347.00	\$	550,819.00			\$	204,440.00	\$	161,869.00
Gain (loss) on Perpetual Trusts	\$	(27,048.00)	\$	(25,233.00)	\$	39,546.00	\$	63,640.00	\$	13,922.00

Transfers (Board Designated Funds)

Released from Restriction \$ (134,482.00)

Net Assets (Endowment) \$ 5,512,798.00 \$ 6,086,513.00 \$ 6,298,012.00 \$ 6,642,724.00 \$ 6,939,628.00

Cost & Aid Figures

Tuition & Fees

	FY2015	FY2016	FY2017	FY2018	FY2019
SPE Tuition		\$ 9,552.00	\$ 10,200.00	\$ 10,200.00	\$ 10,200.00
SPE Fees		\$ 400.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
SAS Tuition	\$ 21,508.00	\$ 22,196.00	\$ 25,040.00	\$ 25,760.00	\$ 28,500.00
SAS Fees	\$ 350.00	\$ 350.00		\$ 1,000.00	\$ 100.00
Overall Tuition (AVG)		\$ 15,874.00	\$ 17,620.00	\$ 17,980.00	\$ 19,350.00
Average Fees		\$ 375.00	\$ 1,000.00	\$ 1,000.00	\$ 550.00

Auxillary

SAS Room	\$ 3,330.00	\$ 3,297.00	\$ 3,570.00	\$ 3,708.00	\$ 4,000.00
Board	\$ 4,070.00	\$ 4,027.00	\$ 4,382.00	\$ 4,512.00	\$ 3,160.00
Overall Cost	\$ 29,258.00	\$ 29,870.00	\$ 32,992.00	\$ 34,980.00	\$ 35,760.00

Discount Rate

Institutional Rate (NACUBO)	29.78%	32.86%	36.67%	36.26%	37.88%
SAS - Residential	61.57%	64.07%	65.55%	66.13%	59.60%
SPE - Online		0.66%	1.89%	2.09%	0.41%
Per Student Rate (NACUBO)	50.50%	55.07%	51.95%	46.85%	46.79%

Marginal Analysis

Marginal Price	\$ 2,608.00	\$ 612.00	\$ 3,122.00	\$ 1,988.00	\$ 780.00
Marginal FTE	14	-20	33	26	-49
Marginal Net Revenue/FTE	\$ (1,101.76)	\$ 53.00	\$ 2,073.88	\$ (2,369.07)	\$ 1,865.08
Marginal Gross Revenue	\$ 745,861.86	\$ 351,348.08	\$ 1,106,747.96	\$ 574,402.88	\$ (786,870.72)

Revenue Analysis

FTE= Credits Generated/24

Net Tuition/FTE - Overall	\$ 8,136.95	\$ 7,543.18	\$ 9,938.95	\$ 9,902.05	\$ 10,166.24
Net Tuition/FTE - Residential	\$ 6,265.86	\$ 5,936.85	\$ 7,484.11	\$ 5,602.15	\$ 8,557.43
Net Tuition/FTE - Online	\$ -	\$ 8,370.84	\$ 10,030.25	\$ 9,443.44	\$ 11,704.61

Net Revenue/FTE - Overall	\$ 3,636	\$ 8,853	\$ 10,953	\$ 9,957	\$ 12,103
Net Tuition Revenue (Tuition/FTE) (SAS)	\$ 7,507	\$ 7,106	\$ 8,845	\$ 7,272	\$ 5,267
Net Revenue (T/B/R) (SAS)	\$ 11,502	\$ 11,555	\$ 13,629	\$ 11,260	\$ 13,125
Average Institutional Aid/FTE (SAS)	\$ 10,861	\$ 12,224	\$ 13,009	\$ 12,069	\$ 13,337

SPE/ Online

Gross Tuition & Fees Revenue (sum of 02-011)	\$ 6,130,797.44	\$ 4,053,655.00	\$ 4,145,103.27	\$ 4,536,596.00
Institutional Aid (SPE) 02-066-0400-200	\$ 40,311.00	\$ 76,660.00	\$ 86,787.00	\$ 18,615.00

SAS/Residential

Gross Tuition Revenue (01-010-0049-000)	\$ 5,963,956	\$ 6,188,607	\$ 7,490,920	\$ 7,451,709	\$ 7,383,402
Gross Tuition & Fees Revenue (sum of 01-010)	\$ 6,001,808	\$ 6,284,281	\$ 7,056,774	\$ 7,492,934	\$ 7,498,559
Net Tuition & Fees (SAS)	\$ 2,131,958	\$ 1,955,450	\$ 2,660,913	\$ 2,300,151	\$ 2,867,453
Room Revenue (01-020-0045-000)	\$ 809,163	\$ 824,832	\$ 966,178	\$ 1,117,340	\$ 943,818
Board Revenue (01-022-0048-000)	\$ 972,584	\$ 1,025,792	\$ 1,218,699	\$ 1,205,781	\$ 586,807
T/B/R/Revenue	\$ 7,783,556	\$ 8,134,904	\$ 9,241,652	\$ 9,816,055	\$ 9,029,184
Institutional Aid (SAS) (sum of 01-066)	\$ 3,695,309	\$ 4,026,366	\$ 4,625,407	\$ 4,955,230	\$ 4,468,847
Staff Discount (01-060-0084-000)	\$ 136,690	\$ 206,791	\$ 204,601	\$ 196,328	\$ 162,259

Fiscal Resources & Programs

Educational Expenses/Student FTE	\$17,235	\$21,107	\$20,352	\$24,326	\$25,128
Educational Expenses/Total Expenditures	95.34%	92.70%	85.44%	77.97%	85.53%

Endowment

Endowment Growth Rate (Annual Rate)	-1.57%	9.43%	3.36%	5.19%	4.28%
Endowment Growth Rate (3-Year Rate)	-10.70%	-4.91%	4.00%	6.41%	4.47%
Endowment/FTE	\$5,277.93	\$5,000.36	\$7,171.38	\$8,466.31	\$10,332.87
Contributions	\$ 1,152,732	\$ 1,514,210.00	\$ 1,169,607.00	\$ 1,414,782.00	\$ 1,610,959.00
Internal Debt (Due to Other Funds)	\$ 4,576,940	\$ 4,783,974.00	\$ 4,370,501.10	\$ 4,723,232.95	\$ 4,770,985.83
Health Insurance Expense	\$ 500,156	\$ 470,030.10	\$ 514,325.00	\$ 525,208.02	\$ 403,091.40
Ratio of Endowment to Long-Term Debt	142%	128%	133%	126%	120%

Faculty Support

Faculty Retention	94%	94%	84%	90%	96%
Salary average	\$ 30,370.00	\$ 32,049.00	\$ 33,487.00	\$ 36,092.00	\$ 37,157.00
Fringe benefit*	\$ 13,615.00	\$ 13,167.00	\$ 10,144.91	\$ 13,075.05	\$ 8,555.95
TOTAL	\$ 43,985.00	\$ 45,216.00	\$ 43,631.91	\$ 49,167.05	\$ 45,712.95
Fringe benefit as % of total salary	30.95%	29.12%	23.25%	26.59%	18.72%
Fringe benefit as % of average salary	44.83%	41.08%	30.30%	36.23%	23.03%

*Fringe Benefits include Social Security, Retirement, Life Insurance, Tuition Discount, and Medical Insurance.

Key Performance Indicators

Secondary Reserve Ratio	0.40	0.46	0.48	0.43	0.55
Net Tuition by Student FTE	\$ 29,143.86	\$ 30,018.62	\$ 25,468.60	\$ 25,342.85	\$ 25,707.45
Net Education by Student FTE	\$ 16,003.69	\$ 13,045.89	\$ 16,568.89	\$ 20,474.87	\$ 21,408.59
Debt Coverage Ratio					

Tuition Discount Rate	30%	33%	37%	36%	38%
Fundraising Expense to Contribution Ratio	76%	30%	27%	26%	19%

Financial Ratios

	FY2015	FY2016	FY2017	FY2018	FY2019
CFI (KPMG)	0.0	0.6	0.5	-0.3	0.2
Primary Reserve Ratio	0.00	0.05	0.09	-0.01	-0.01
Viability Ratio	-0.01	0.08	0.13	-0.02	-0.02
Return on Net Assets	-0.05	0.30	0.09	-0.16	0.17
Net Operating Revenues Ratio	0.05	0.05	0.02	-0.09	0.04

CFI (USDE)

DOE Composite (Auditor)	0.8	0.9	0.8	0.1	1.0
Primary Reserve Ratio	-0.40	-0.40	-0.34	-0.40	-0.40
Equity Ratio	0.56	0.66	0.73	0.68	0.77
Net Income Ratio	0.60	0.60	0.37	-0.20	0.59
DOE Composite (HLC)	0.8	0.9	0.9	0.1	1.1
Primary Reserve Ratio	-0.40	-0.39	-0.26	-0.40	-0.30
Equity Ratio	0.60	0.70	0.77	0.72	0.80
Net Income Ratio	0.60	0.60	0.37	-0.20	0.59

CFI Data

	FY2015	FY2016	FY2017	FY2018	FY2019
Net Assets <i>Without</i> Donor Restrictions	\$ (1,332,993.00)	\$ (630,664.00)	\$ (410,389.00)	\$ (1,658,750.00)	\$ (1,143,686.00)
Temporarily Restricted Net Assets	\$ 153,908.00	\$ 201,396.00	\$ 287,004.00	\$ 244,997.00	\$ 345,917.00
Net Assets <i>With</i> Donor Restrictions	\$ 5,427,575.00	\$ 5,964,810.00	\$ 6,139,342.00	\$ 6,469,546.00	\$ 7,079,044.00
Net Assets With Donor Restriction (in perpetuity)					\$ 6,733,127.00
Split Interest Agreements	\$ 328,029.00	\$ 343,288.00	\$ 325,878.00	\$ 332,976.00	\$ 336,430.00
Intangible Assets	\$ 354,167.00	\$ 398,575.00	\$ 277,622.00	\$ 170,002.00	\$ 83,215.00
Net Property and Equipment	\$ 6,850,288.00	\$ 6,727,578.00	\$ 7,135,088.00	\$ 7,151,750.00	\$ 7,671,516.00
Goodwill	\$ 348,800.00	\$ 348,800.00	\$ 348,800.00	\$ 348,800.00	\$ 348,800.00
Long Term Debt	\$ 7,975,513.00	\$ 7,783,974.00	\$ 8,376,229.00	\$ 8,380,533.00	\$ 8,333,908.00
Annuities (Temporarily Restricted)		\$ 80,027.00		\$ 13,167.00	\$ 9,536.00
Post Employment & Retirement		\$ -	\$ -	\$ -	
Unsecured Related-Party Receivables	\$ 77,762.00	\$ 465,100.00	\$ 437,566.00	\$ 41,146.00	\$ 65,416.00
Total Unrestricted Expenses	\$ 13,420,895.00	\$ 13,101,374.00	\$ 12,766,267.00	\$ 15,029,694.00	\$ 12,797,681.00

Total Unrestricted Expenses (Change in Split)	\$ 13,444,728.00	\$ 13,181,961.00	\$ 12,803,114.00	\$ 15,058,399.00	\$ 12,959,550.00
Total Liabilities	\$ 11,501,734.00	\$ 11,352,215.00	\$ 11,234,787.00	\$ 11,323,962.00	\$ 11,519,652.00
Net Assets (un+temp+perm)	\$ 4,248,490.00	\$ 5,535,542.00	\$ 6,015,957.00	\$ 5,055,793.00	\$ 5,935,358.00
Total Assets	\$ 15,750,224.00	\$ 16,887,757.00	\$ 17,250,744.00	\$ 16,379,755.00	\$ 17,455,010.00
Change in Unrestricted Net Assets	\$ 774,293.00	\$ 702,329.00	\$ 220,275.00	\$ (1,248,361.00)	\$ 515,064.00
Change in Temporarily Restricted Assets	\$ (997,173.00)	\$ 47,488.00	\$ 85,608.00	\$ (42,007.00)	\$ 100,920.00
Change in Permanently Restricted Assets	\$ 12,817.00	\$ 537,235.00	\$ 174,532.00	\$ 330,204.00	\$ 364,501.00
Change in Net Assets (Overall)	\$ (210,063.00)	\$ 1,287,053.00	\$ 480,415.00	\$ (960,164.00)	\$ 879,565.00
Total Revenue, Gains & Other Support	\$ 13,221,848.00	\$ 13,765,333.00	\$ 12,997,053.00	\$ 13,754,621.00	\$ 13,430,327.00
Total Unrestricted Revenue	\$ 14,219,021.00	\$ 13,832,870.00	\$ 13,023,389.00	\$ 13,810,038.00	\$ 13,347,003.00
Debt Adjustment	\$ 6,850,288	\$ 6,727,578	\$ 7,135,088	\$ 7,151,750	\$ 7,671,516
Expendable Net Assets	\$ (2,210,081)	\$ (1,519,931)	\$ (1,075,685)	\$ (2,265,531)	\$ (1,566,214)
Modified Net Assets	\$ 3,467,761	\$ 4,323,067	\$ 4,951,969	\$ 4,495,845	\$ 5,437,927
Modified Assets	\$ 14,969,495	\$ 15,675,282	\$ 16,186,756	\$ 15,819,807	\$ 16,957,579
Expendable Net Assets (Austen)	\$ (1,611,014)	\$ 162,028	\$ (838,573)	\$ (1,624,901)	\$ (946,400)
CCCU Expendable Net Assets	\$ (1,256,847)	\$ (974,395)	\$ (560,951)	\$ (1,468,066)	\$ (872,721)
CCCU Modified Net Assets	\$ 4,170,728	\$ 5,070,442	\$ 5,578,391	\$ 5,014,647	\$ 6,215,859
CCCU Modified Assets	\$ 15,672,462	\$ 16,422,657	\$ 16,813,178	\$ 16,338,609	\$ 17,389,594
NACUBO Expendable Net Assets	\$ (1,283,527)	\$ (921,048)	\$ (587,631)	\$ (1,481,579)	\$ (889,865)
Principal Payments	\$ 883,139.34	\$ 1,199,840.30	\$ 523,968.61	\$ 1,455,326.00	\$ 1,166,744.00
Interest	\$ 370,639.00	\$ 378,782.00	\$ 445,280.00	\$ 426,162.00	\$ 460,505.00
Depreciation	\$ 455,904.00	\$ 503,879.00	\$ 513,887.00	\$ 571,260.00	\$ 1,098,884.00
Net Cash (From Cash Flow Statement)	\$ (440,310.00)	\$ 466,880.00	\$ 137,960.00	\$ 65,149.00	\$ 557,336.00
Sum of Net Gains & Losses	\$ 51,616.00	\$ 50,676.00	\$ (227,313.00)	\$ (144,762.00)	\$ (34,088.00)
HEPI (Higher Education Price Index)	0.020	0.018	0.034	0.029	0.025
HEPI Target (HEPI + 3%)	0.050	0.048	0.064	0.059	0.055
CPI (Consumer Price Index)	0.007	0.007	0.018	0.023	0.016
CPI Target (CPI + 3%)	0.037	0.037	0.048	0.053	0.046

Subsidiary Ratios

Debt Burden Ratio	9.40%	12.20%	7.63%	12.64%	13.38%
Interest Burden	2.68%	2.75%	3.49%	2.68%	3.58%
Debt Service Coverage Ratio	128%	100%	122%	-13%	127%
Debt Service Coverage Ratio (2-Year Rolling)	135%	114%	111%	54%	57%
Return on Net Assets (3-Year Rolling)	0.94%	10.82%	11.42%	7.67%	3.37%
RNA HEPI Target (3-Year Rolling)	5.20%	5.27%	5.40%	5.70%	5.93%
RNA CPI Target (3-Year Rolling)	4.33%	4.00%	4.07%	4.60%	4.90%
Physical Asset Reinvestment Ratio					
Net Tuition & Fees Contribution Ratio	65.25%	64.53%	62.71%	57.44%	58.52%
Net Tuition Dependency Ratio	61.59%	60.96%	61.48%	62.52%	56.11%
Net Tuition/FTE (Residential)	\$ 8,121.48	\$ 8,204.74	\$ 8,082.43	\$ 8,023.45	\$ 11,129.88
Net Tuition/FTE (Online)	#REF!	#REF!	#REF!	#REF!	#REF!
Cash Income Ratio	-3%	3%	1%	0%	4%

Comparison Ratios

DOE Composite (CapinCrouse)	1.2	1.6	1.6	0.5	1.4
DOE Composite (NACUBO)	0.9	1.0	1.0	0.1	1.2
CFI - Unrestricted Model (NACUBO)	-0.5	2.4	0.7	-3.0	1.5
CFI - Operating Measure Model (NACUBO)	-0.1	2.8	0.9	-3.6	1.8

Discrete Ratios

DOE Composite Ratios (CapinCrouse)					
Primary Reserve Ratio	0.0	0.2	0.4	0.0	0.0
Net Operating Revenues Ratio	0.6	0.6	0.4	-0.2	0.6
Equity Ratio	0.6	0.8	0.8	0.7	0.8
DOE Composite Ratios (NACUBO)					
Primary Reserve Ratio	-0.4	-0.3	-0.2	-0.4	-0.3
Equity Ratio	0.6	0.7	0.8	0.7	0.9
Net Income Ratio	0.6	0.6	0.4	-0.2	0.6
NACUBO Calculations					
Primary Reserve Ratio	-0.25	-0.18	-0.12	-0.26	-0.2
Net Income Ratio	0.42	0.39	0.13	-0.70	0.3

Return on Net Assets Ratio	-0.49	2.33	0.80	-1.90	1.5
Viability Ratio	-0.16	-0.11	-0.07	-0.17	-0.1

Admissions Funnel	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	5-YR AVG
Prospects	11810	ND	8485	17098	18002	2978	4500	10213
Applications	661	454	713	734	824	579	399	630
Admitted	332	192	298	318	375	260	209	302
Enrolled	146	94	103	121	171	150	92	132
Applied/Admitted	50.23%	42%	42%	43%	46%	45%	52%	49%
Admitted/Enrolled	43.98%	49%	35%	38%	46%	58%	44%	44%
Applied/Enrolled	22.09%	21%	14%	16%	21%	26%	23%	21%

College Scorecard (Socio-Economic Diversity) 58%

Financial Aid (Totals)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	AVERAGE
Federal PELL Grant	\$2,902,410	\$1,979,146	\$2,822,979	\$2,154,691	\$2,221,661	\$1,880,886	\$ 1,828,528	\$2,181,749
Federal SEOG	\$62,085	\$56,900	\$61,050	\$96,080	\$76,634	\$75,250	\$ 81,000	\$78,003
Federal Perkins Loan (Formally NDSL)	\$160,000	\$169,268	\$76,116	\$15,500	\$78,537	\$0	\$ -	\$34,031
Federal Stafford Loan	\$4,571,537	\$4,598,894	\$6,869,200	\$4,550,323	\$6,957,695	\$4,197,900	\$ 3,740,753	\$5,263,174
Federal Parents Loan (PLUS)	\$309,480	\$323,632	\$394,318	\$546,865	\$780,262	\$663,405	\$ 787,948	\$634,560
Outside Loan (Alternative)	\$171,627	\$169,514	\$222,224	\$257,547	\$314,315	\$311,614	\$ 348,536	\$290,847
Federal Work Study	\$58,725	\$77,267	\$58,725	\$72,594	\$61,075	\$58,725	\$ -	\$50,224
Outside Scholarship	\$56,105	\$111,047	\$91,436	\$896	\$88,532	\$102,673	\$ 86,210	\$73,950
Institutional	\$2,686,910	\$2,814,486	\$3,989,226	\$4,707,504	\$4,865,370	\$4,473,400	\$ 4,485,078	\$4,504,116
Kansas Comprehensive Grant	\$154,400	\$155,300	\$111,000	\$129,000	\$126,000	\$88,500	\$ 70,500	\$105,000
Faculty/Staff Discount			\$211,166	\$134,410	\$106,307	\$149,042	\$ 77,435	\$135,672
Other Kansas State Aid	\$3,000		\$2,500	\$0	\$0	\$0	\$ 5,536	\$1,607
Total	\$11,136,279	\$10,455,454	\$14,909,940	\$12,665,410	\$15,676,388	\$12,001,395	\$11,511,524	\$13,352,931

Financial Aid/FTE	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	3 Year AVG
Total Students			1100	1013	869	722	677	756
Federal PELL Grant	60%	43%	71%	48%	62%	67%	65%	65%
Federal SEOG	20%	20%	33%	17%	19%	24%	24%	22%
Federal Perkins Loan (Formally NDSL)	8%	8%	2%	1%	2%	0%	0%	1%

Federal Stafford Loan	74%	68%	81%	51%	76%	83%	80%	79%
Federal Parents Loan (PLUS)	4%	4%	4%	6%	8%	8%	10%	9%
Outside Loan (Alternative)	3%	3%	2%	3%	3%	4%	5%	4%
Federal Work Study	7%	10%	4%	7%	7%	9%		8%
Outside Scholarship	11%	11%	5%	3%	6%	7%	6%	6%
Institutional	43%	43%	27%	28%	41%	46%	46%	44%
Kansas Comprehensive Grant	10%	7%	4%	4%	5%	4%	4%	4%
Faculty/Staff Discount			2%	1%	1%	1%	1%	1%
Other Kansas State Aid	-		0.09%	0.00%	0%	0%	0.1%	0%

Percent of Students Receiving Aid	\$	1			70.68%	95.17%	81.66%	98.97%	92%		
Overall Student Loan Average	\$	10,439	\$	8,468	\$6,070	\$8,525	\$8,883	\$9,099	\$8,836		
Residential Loan Average	\$	11,165	\$	10,439	\$	8,457	\$6,192	\$10,560	\$10,603	\$11,793	\$10,985
SPE Loan Average	\$	9,823	\$	8,681	\$5,998	\$7,347	\$7,936	\$7,546	\$7,610		
Average Aid Award as % of COA	\$	15,330				46.84%					

IPEDS Admission Tables

Fall 2013 Fall 2014 Fall 2015 Fall 2016 Fall 2017 Fall 2018 Fall 2019 AVERAGE

SAS Admissions Funnel

Applications (Male)	241	328	308	454	318	223	312
Admitted (Male)	113	139	162	205	140	132	149
Enrolled (Male)	61	51	49	94	82	67	67
Applications (Female)	213	380	324	361	261	188	288
Admitted (Female)	79	157	177	164	120	89	131
Enrolled (Female)	33	51	42	70	68	35	50

Human Resource Data - IPEDS

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
11-0000 Management Occupations	7	5	12	14	11	9.33	9
13-0000 Business and Financial Operations	3	2	2	3	4	2	2.33
15-0000 Computer and Mathematical Occupations	2	2	1	1	1	1	1
21/23/27 Community, Social Service, Sports and Media Occupations (21+23+27)	13	13.327	10	14.64	17	14.29	18.64
25-0000 Education, Training and Library Occupations (SAS)	19	23	24	24.97	21	20	21
25-0000 Education, Training and Library Occupations (SPE)		23.976	26	20.79	24	18.15	15.51
25-0000 Student and Academic Affairs and Other Education Service Occupations	17	25.332	18	18.32	17	12.33	0
25-4020 Librarians	1	1	1	1	1	1	1
25-4030 Library Technician	0	0.666	1	1	1	1	1
29-0000 Healthcare Practitioners and Tech Occupations	0		1	1	1	1	2
31/33/35/37/39 Service Occupations	0	0.666	1	1.33	0	0	0
43-0000 Office and Administrative Support	4	13.665	12	13.32	11	8.99	10.32
45/47/49-0000 Maintenance Occupations	4	3.666	1	1.32	1	0.33	0.66
53-0000 Transportation and Material Moving Occupations	1		0	0.33	0	0.99	0.99
Totals	71	114	110	116	110	90	83

Each employee is reported only once. In those cases where an employee could be coded in more than one occupation, the employee is recorded in the occupation requiring the highest skill or in case of equal skill, the job requiring the most time.

2013-2014 2014-2015 2015-2016 2016-2017 2017-2018 2018-2019 2019-2020

Staffing Headcount - By Office

President (Administrative Staff)	8.00	3.33	2.00	2.00	2.00	2.00	3.00
Academic Support (Library, Registrar, etc.)	6.74	7.33	8.00	8.00	7.00	5.00	4.00
Development	7.50	6.33	2.33	3.00	5.00	3.00	3.00
Operations (IT, Maint, Bookstore)	10.25	9.67	8.67	13.00	9.00	8.30	7.30
Admissions & Financial Aid	10.05	8.67	7.00	8.30	7.30	7.30	6.30
Student Services	7.15	5.33	8.33	8.00	9.00	9.00	8.00
Athletics	10.75	16.00	14.33	16.00	18.60	16.30	15.30
STAFF	60.44	56.66	50.67	58.30	57.90	50.90	46.90
Teaching Faculty (SAS) (25-1000)	30.64	27.33	22.33	24.83	24.00	24	22
STAFF & FACULTY	91.08	83.99	73.00	83.13	81.90	74.90	68.90
SPE Staff	10.38	7.00	13.00	6.00	5.00	2.00	1.00
Teaching Faculty (SPE) - FTE	32.78	19.00	24.67	18.33	19.67	14.67	13.67
Teaching Faculty (DUAL) - FTE	16.93	15.33	15.33	15.33	11.33	7.00	6.00
GRAND TOTALS	151.17	125.33	126.00	122.80	117.90	98.57	89.57

Fit Four Outcomes

	Goal	2016-2017	2017-2018	2018-2019	2019-2020
Fit Heart: M-GUDS-S Diversity Scale	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)	3.02	3.23	3.11	3.13
Fit Heart: STI / Spirit Pulse: Spiritual Community	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)	3.97	3.59	34%	3.8
Fit Soul: STI / Spirit Pulse: Relationship with God	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)	4.14	4.01	39%	4.16
Fit Soul: STI / Spirit Pulse: Spiritual Practices	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)	4.43	4.24	39%	3.82
Fit Mind: CCTST	≥ 50% (Proficient); ≥75% (Ideal)	70.78	70.56	71.15	68.83
Fit Mind: STI / Spirit Pulse: Relationships & Self Care	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)	4.24	4.04	41%	4.22
Fit Strength: STI / Spirit Pulse: Service	3.01-4.44 (Proficient); ≥ 4.5 (Ideal)	4.34	4.09	29%	3.91
Fit Strength: Portfolio Completion	= 100% Completion	90%	86%	96%	100%
Fit Strength: Fitness Assessment	= 100% Completion	93%	57%		85%
Fit Strength: Placement Ratio	Placement Scores ≥ 85%	84%	75%	84%	70%
CCST National Average		75.5	75.14	74	73.9
Fit Mind: California Critical Thinking Skills Test (SAS)		72.24	71.6	73.13	69.31
Fit Mind: California Critical Thinking Skills Test (SPE)		69.32	69.63	70.06	68.06
College Scorecard (Salary After Attending] - CCKK		\$30,500	\$30,500	\$31,700	31-52K
College Scorecard (Salary After Attending] - National		\$34,100	\$34,300	N/A	N/A

Alumni Data Points (Within 6-Months)

	2016-2017	2017-2018	2018-2019	2019-2020
Likelihood to Recommend CCKK	79%	90%	95%	
Entered Graduate School	24%	14%	5%	
Feel Adequately Prepared for Graduate Study	100%	100%	100%	
Employed	84%	100%	88%	
Making above \$30,000	58%	71%	46%	
Degree Related Employment	69%	86%	64%	
Degree Applicability	83%	80%		
Cultural and Relational Quality of Degree	93%	94%		
Spiritual & Environmental Quality of Degree	87%	94%		
Intellectual & Psychological Quality of Degree	90%	91%		
Physical & Vocational Quality of Degree	83%	94%	71%	95%

CCCK Student Satisfaction Survey Results (Student Development-SAS)

	2016-2017	2017-2018	2018-2019	2019-2020*
Residence Space	3.78	3.7	3.81	
Residence Staff	3.64	3.56	3.73	
Student Development Staff	4.02	3.91	4.21	
Spiritual Formation	3.92	3.61	3.69	
Student Activities	3.63	3.4	3.55	
Student Success			4.06	
Overall	3.8	3.64	3.84	N/A

Exit Survey Results (SAS)

	2016-2017	2017-2018	2018-2019	2019-2020
provides a quality education academically	3.07	3.34	3.25	3.32
provides a quality education socially	3.09	3.31	3.23	3.27
provides a quality education spiritually	3.24	3.45	3.15	3.34
provides a quality education physically	2.91	3.27	3.06	3.11
cares for me as an individual	3.19	3.42	3.23	3.43
provided me support during my education	3.01	3.55	3.25	3.36
helped me develop better character	3.16	3.56	3.21	3.2
is a good place to get an education	2.73	3.41	3.13	3.32
is a place I will come back and visit again		3.28	3.04	3.18

M-GUDS Discrete Scores

	2016-2017	2017-2018	2018-2019	2019-2020
I would like to join an organization that emphasizes getting to know people from different countries.	2.73	3.09	2.81	2.91
Persons with disabilities can teach me things I could not learn elsewhere.	3.19	3.28	3.15	3.32
Getting to know someone of another race is generally an uncomfortable experience for me.	1.79	3.41	3.27	3.41
I would like to go to dances that feature music from other countries.	2.54	2.88	2.83	2.98
I can best understand someone after I get to know how he/she is both similar to and different from me.	3.11	3.25	3.17	3.25
I am only at ease with people of my race.	2.36	3.52	3.15	3.48
I often listen to music of other countries.	1.65	2.66	2.74	2.61
Knowing how a person differs from me greatly enhances our friendship.	3.03	3.20	3.17	3.07
It's really hard for me to feel close to a person from another race.	1.63	3.58	3.49	3.34
I am interested in learning about the many cultures that have existed in this world.	2.99	3.43	3.19	3.25

In getting to know someone, I like knowing both how he/she differs from me and is similar to me.	3.19	3.34	3.28	3.20
It is very important that a friend agrees with me on most issues.	2.16	2.83	2.70	2.86
I attend events where I might get to know people from different racial backgrounds.	2.79	3.08	3.06	2.82
Knowing about the different experiences of other people helps me understand my own problems better.	3.09	3.32	3.06	3.07
I often feel irritated by persons of a different race.	1.61	3.62	3.51	3.41

2012-2013 2013-2014 2014-2015 2015-2016 2016-2017 2017-2018 2018-2019 2019-2020

First-Time, Full-Time Freshman Entry Scores

Average ACT	20	22	20	21	21	20	20	18
Average HS GPA	3.30	3.33	2.99	3.19	3.14	3.06	3.27	3.16
FTFT Fr. Cohort	78	105	90	81	79	125	113	63

ACT Score

30+	0	4	1	0	0	1	0	0
24-29	11	32	20	14	14	5	6	5
18-23	43	46	54	33	46	74	38	28
12-17	16	17	21	16	19	37	8	19
6-11	0	0	0	0	0	0	0	0

Average Course Size (SAS)

Fall Courses	108	118	113	115	293	282	163	139
Fall Course Enrollments	1304	1503	1448	1400	2132	2173	1733	1456
Avg. Course Size	12.07	12.74	12.81	12.17	7.28	7.71	10.63	10.47

Degrees Awarded

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Associate of Arts	16	11	7	9	16	12	18	23
Associate in Criminal Justice							3	7
Associate in General Studies		2	5	2	1		1	
Bachelor of Arts						1	8	9
Bachelor of Education								3
Bachelor of Science	33	32	29	34	42	47	27	23
Bachelor of Science in Business	18	11	11	31	46	43	36	24
Bachelor of Science in Criminal Justice	16	56	44	53	45	66	50	24
Bachelor of Science in Healthcare Administration		1	8	6	7	10	10	8
Bachelor of Science in Interdisciplinary Studies								
Bachelor of Science in Ministry	11	3	13	7	8	2	1	2
Bachelor of Science in Psychology				2	6	4	2	17
Bachelor of Business Administration			10	14	6	4		4
Bachelor of Arts in Ministry					3	2	2	6

Bachelor of Sport Science								1	6
Bachelor of Music								1	1
Bachelor of Physical Education								1	
Grand Total	94	116	127	158	180	191	161	157	

Graduating Majors (SAS)

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Associate of General Studies	0	2	5	1	1	0	1	0
Associate of Arts	16	11	7	8	10	3	6	3
BS: Aviation Management	0	0	0	0	1	0	0	0
BSB: Accounting	1	0	1	1	1	3	2	1
BSB: Management	5	6	1	5	8	7	8	5
BSB: Marketing						2	0	0
BSB: Entrepreneurship	0	0	1	0	2	0	0	0
BSB: Organizational Leadership	11	5	6	0	4	1	0	0
BSB: Risk Management	0	0	0	0	0	0	1	0
BSM: General/Applied	3	0	2	1	0	0	0	2
BSM: Pastoral	2	0	1	0	2	1	0	2
BSM: Worship Arts	1	0	2	0	1	0	0	2
BSM: Youth/Student	4	0	3	2	3	2	3	0
Contemporary Christian Music	1	0	1	2	1	1	0	2
Communication: Mass Media	1	3	0	0	1	3	2	2
Communication: ORG COM	0	0	0	0	0	0	0	0
Communication: Public Relations	0	0	1	0	0	0	0	0
Communication: Speech/Theatre	0	0	2	0	0	0	0	0
Criminal Justice					1	2	5	1
Education: Elementary	2	1	1	2	6	3	1	2
Education: English	0	1	0	0	0	0	0	2
Education: History	0	2	1	0	0	1	0	1
Education: Math	0	1		0	0	0	0	0
Education: PE	0	0	1	0	3	1	1	0
English	3	1	2	2	0	0	1	0
Exercise Science	5	3	3	8	5	11	3	8
History	2	2	1	0	0	0	2	0

Liberal Studies	4	4	3	4	5	5	4	2
Music	0	1	1	0	0	0	3	0
Music: Performance	0	0	0	0	0	0	0	0
Music: Vocal Performance	0	0	0	0	0	0	0	0
Natural Science: Biology	2	1	0	2	2	2	2	3
Natural Science: Chemistry	2	1	2	0	1	1	0	1
Natural Science: Health	0	0	1	1	1	0	1	0
Natural Science: Math	1	0	0	1	0	1	0	0
Psychology	4	2	5	3	10	10	7	6
Pre-Law	1	0	1	0	0	0	2	0
Social Science	1	3	2	0	0	0	0	0
Sport Management	5	6	1	8	5	7	5	8
Total (including inactive majors)	77	56	58	51	74	67	60	53

SAS Data

Question Content	Quest	SP17	FA17	SP18	FA18	SP19	FA19	SP20
My instructor allowed freedom of expression	Q01	4.36	4.65	4.74	4.62	4.54	4.52	4.61
My instructor answered all of my questions	Q02	4.41	4.63	4.67	4.63	4.5	4.56	4.57
My instructor discussed current developments	Q03	4.27	4.57	4.63	4.45	4.33	4.37	4.43
My instructor encouraged excellence	Q04	4.41	ND	4.75	4.63	4.57	4.6	4.65
My instructor engaged students in the course	Q05	4.32	ND	4.66	4.57	4.46	4.49	4.56
My instructor explained the subject matter	Q06	ND	4.52	4.63	4.58	4.49	4.53	4.56
My instructor graded my work fairly	Q07	4.34	ND	4.7	4.64	4.54	4.62	4.61
My instructor helped me engage with the subject	Q08	4.35	ND	4.62	4.51	4.37	4.44	4.48
My instructor promoted discussion	Q09	4.3	4.5	4.62	4.48	4.39	4.45	4.51
My instructor provided adequate feedback on assignments	Q10	4.34	4.53	4.59	4.45	4.34	4.44	4.52
My instructor provided timely feedback on assignments	Q11	4.31	ND	4.53	4.47	4.36	4.44	4.55
My instructor shared Christian perspectives	Q12	4.35	4.54	4.6	4.44	4.43	4.37	4.4
My instructor was accessible to me	Q13	4.35	4.57	4.68	4.61	4.52	4.48	4.58
My instructor was courteous to students	Q14	4.4	4.75	4.76	4.66	4.59	4.6	4.62
My instructor was enthusiastic about the subject	Q15	4.39	4.68	4.77	4.66	4.59	4.62	4.63
Overall, I rate this instructor as excellent	Q16	4.41	4.65	4.69	4.63	4.46	4.57	4.96
Overall, I rate this course as excellent	Q17	4.29	4.46	4.5	4.45	4.3	4.31	4.76
Overall, I learned a great deal in this course	Q18	4.2	4.47	4.48	4.48	4.3	4.36	4.68
The course enhanced my vocational or educational goals	Q19	4.23	ND	4.5	4.39	4.23	4.32	4.48
The course text or readings were helpful and enhanced my learning experience	Q20	4.24	ND	4.42	4.31	4.27	4.26	4.48
The course challenged me to engage diverse ideas.	Q21			4.5	4.37	4.3	4.33	4.84
The course challenged me to think critically.	Q22			4.57	4.41	4.37	4.42	4.88
The course challenged me to develop spiritually.	Q23			4.2	4.1	3.94	4.04	4.76
The course challenged me to develop skills & proficiencies.	Q24			4.52	4.5	4.36	4.47	4.56
The use of Panopto enhanced my course experience.	Q25			3.7	4.08	3.99	4.03	3.92
I look forward to taking another course taught by this instructor	Q26	ND	4.46	ND	ND	ND	ND	ND
My instructor was well prepared for class.	Q27		4.68	ND	ND	ND	ND	ND

My instructor presented material that was interesting and held my attention.	Q28		4.4	ND	ND	ND	ND	ND
My instructor was dynamic and energetic.	Q 29		4.6	ND	ND	ND	ND	ND
My instructor demonstrated a genuine interest in the students.	Q 30		4.66	ND	ND	ND	ND	ND
My instructor found ways to help students answer their own questions.	Q 31		4.47	ND	ND	ND	ND	ND
The lectures were helpful and enhanced my learning experience	Q20	4.25	ND	ND	ND	ND	ND	ND
The course was sufficiently challenging	Q21	4.26	ND	ND	ND	ND	ND	ND
Directions provided for assignments and activities were clear	Q22	ND	ND	ND	ND	ND	ND	ND
Course assessments corresponded to the material covered in the course	Q16	ND	4.65	ND	ND	ND	ND	ND
The syllabus and course expectations were clear	Q17	4.35	ND	ND	ND	ND	ND	ND

SPE End of Course Evaluations Data

Question content	Question	FA - 2018	SP - 2019	FA - 2019	SP - 2020
<i>Instructor</i>					
Freedom of expression	Q1	5.39	4.60	4.62	4.71
Answered questions	Q2	5.17	4.56	4.45	4.58
Discussed current developments	Q3	4.99	4.28	4.23	4.34
Encouraged excellence	Q4	5.33	4.56	4.48	4.59
Engaged students	Q5	5.17	4.41	4.31	4.44
Explained subject matter	Q6	5.17	4.44	4.38	4.46
Graded work fairly	Q7	5.36	4.65	4.54	4.67
Helped me engage	Q8	5.04	4.39	4.27	4.41
Promoted discussions	Q9	5.21	4.47	4.36	4.47
Adequate feedback	Q10	5.14	4.46	4.28	4.46
Timely feedback	Q11	5.16	4.45	4.29	4.44
Christian perspective	Q12	4.93	4.39	4.33	4.43
Accessible	Q13	5.21	4.52	4.39	4.54
Courteous to students	Q14	5.46	4.69	4.60	4.74
Enthusiastic about the material	Q15	5.27	4.57	4.48	4.59
Excellent Instructor	Q16	5.15	4.49	4.43	4.53
Excellent Course	Q17	5.09	4.42	4.31	4.45
<i>Courseload</i>					
Average hours INSIDE classroom	Q18		11.10	8.63	8.43
Average house OUTSIDE classroom	Q19		11.23	9.00	8.57
Assessments corresponded to material	Q20	5.30	4.75	4.64	4.68
Syllabus expectations were clear	Q21	5.27	4.75	4.62	4.67
Live lectures enhanced the course	Q24	4.94	4.23	4.20	4.20
Directions provided for assignments and activities were clear	Q25	5.13	4.63	4.50	4.52
<i>CCCK Mission</i>					
Challenged to engage diverse ideas and viewpoints	Q26		4.65	4.5	4.6
Challenged to think critically	Q27		4.71	4.58	4.66
Challenged to develop spiritually	Q28		4.3	4.21	4.23
Challenged to develop skills & proficiencies	Q29		4.61	4.48	4.59

<i>Inactive Cohorts (cohorts in which all students have graduated, transferred, or withdrawn)</i>									
Cohort	Cohort Size	Degree Size*	Transfers (100%+)	Transfers (101%-150%)	Transfers (151%-200%)	100% Rate	150% Rate	Degree (150%+)	200% Rate
2005 AA	92	0	12	0	0	47%	54%	#DIV/0!	
2005 BS		92	31	7	0			41%	
2006 AA	104	14	10	1		34%	41%	79%	
2006 BS		90	25	7				36%	
2007 AA	84	9	7	2		32%	46%	100%	
2007 BS		76	20	10	2			39%	
2008 AA	102	12	6	2	0	26%	36%	67%	
2008 BS		93	21	9	0			32%	
2009 AA	102	4	4	0	0	33%	39%	100%	
2009 BS		98	30	6	0			37%	
2010 AA	114	0	1	0	ND	20%	24%	#DIV/0!	
2010 BS		114	22	4	ND			23%	

*Degree size is the total number of degree-seekers within the cohort who pursue the same level of degree (AA or BS) and is calculated based off our data regarding a student's choice of major when entering the institution. Degree size for AA includes Undecided majors as well as those who switched to and graduated with an AA degree.

<i>Active Cohorts</i>				
Cohort	Graduated	Enrolled	Transferred or Withdrawn	Updated
2011	40	0	49	#####
2012	31	30	36	#####
2013	6	46	48	#####
2014	6	44	47	#####
2015	-	38	41	#####
2016	-	73	4	#####

School of Professional and Distance Education - Cohort Data (As of October 2016)

Cohort	C1 to C2	TC1 to T2	T1 to YR2	YR2 to YR3	YR3 to YR4	YR4 to YR5	PERSIST.	GR
SPE 2014 A	97%	83%	61%	73%	94%	87%	36%	25%
SPE 2014 S	93%	73%	49%	66%	89%	100%	27%	22%
SPE 2014 O	94%	69%	51%	59%	76%	95%	20%	11%
SPE 2014 D	85%	62%	41%	62%	83%	100%	20%	10%
SPE 2015 F	90%	68%	40%	69%	83%	100%	23%	13%
SPE 2015 V	86%	65%	44%	59%	76%	100%	18%	9%
SPE 2015 A	84%	64%	40%	82%	89%	94%	27%	16%
SPE 2015 J	92%	63%	42%	69%	83%	100%	24%	8%
SPE 2015 A	93%	59%	44%	86%	90%	96%	33%	20%
SPE 2015 S	88%	60%	41%	62%	86%	94%	20%	11%
SPE 2015 O	75%	43%	36%	69%	100%	89%	22%	10%
SPE 2015 D	48%	33%	27%	50%	86%	100%	12%	6%
SPE 2016 F	95%	56%	44%	82%	93%	92%	31%	15%
SPE 2016 A	85%	50%	45%	83%	93%		35%	15%
SPE 2016 V	86%	68%	51%	79%	100%		41%	11%
SPE 2016 J	94%	83%	50%	67%			33%	11%

SPE 2016 A	92%	77%	62%	100%			54%	23%
SPE 2016 S	95%	84%	58%	100%			53%	11%
SPE 2016 O	100%	65%	91%	100%			52%	17%
SPE 2016 D	67%	56%	28%	100%			28%	6%
SPE 2017 J	83%	67%	67%	75%			46%	17%
SPE 2017 M	96%	78%	61%	86%			52%	
SPE 2017 A	100%	64%	86%	100%			36%	
SPE 2017 J	89%	79%	75%				68%	
SPE 2017 J	94%	80%	71%				69%	
SPE 2017 S	93%	85%	70%				63%	
SPE 2017 O	100%	77%	64%				55%	
SPE 2017 N	90%	57%	38%				38%	
SPE 2018 J	86%	73%	59%				59%	9%
SPE 2018 F	100%	90%	50%				50%	
SPE 2018 A	90%	76%	57%				43%	
SPE 2018 M	94%	79%					35%	
SPE 2018 J	40%	30%					23%	
SPE 2018 A	100%	83%					80%	
SPE 2018 O	88%	79%					76%	
SPE 2018 N	90%	71%					71%	
SPE 2019 J	86%	71%					71%	
SPE 2019 F	89%	89%					89%	
SPE 2019 A	100%						100%	
Total (AVG)	88%	69%	53%	77%	88%	96%	50%	13%

C1 to C2 (Course 01 to Course 02; C1 to T2)

School of Liberal Arts & Sciences: Fall-to-Fall Retention

	Overall	FR-SO	SO-JR	JR-SR	SR-Grad	First Year	Second Year	Third Year	Ethnic	Athletic
2001	58.0%	64.0%	39.0%	92.0%	94.0%					
2002	57.5%	62.5%	38.0%	81.6%	88.0%					
2003	53.7%	54.0%	47.5%	67.6%	91.7%					
2004	61.5%	61.0%	45.8%	94.4%	88.5%					
2005	64.5%	58.5%	60.5%	93.5%	86.5%					
2006	65.0%	58.0%	58.0%	88.0%	93.8%	58.0%	61.0%	80.4%		
2007	68.6%	58.0%	61.0%	80.4%	92.3%	57.1%	58.6%	83.0%		
2008	64.0%	57.1%	58.6%	83.0%	92.6%	57.6%	69.3%	81.4%		
2009	68.9%	57.6%	69.3%	81.4%	89.0%	71.9%	68.6%	74.1%		
2010	73.6%	71.9%	68.6%	74.1%	92.0%	61.4%	88.9%	98.6%		
2011	65.6%	61.4%	88.9%	98.6%	89.0%	52.1%	68.7%	92.6%	65.0%	
2012	63.1%	52.1%	68.7%	92.6%	88.0%	64.9%	79.1%	82.7%	54.0%	57.0%
2013	68.0%	64.9%	79.1%	82.7%	91.0%	65.0%	69.0%	86.0%	64.4%	65.0%
2014	68.6%	65.0%	69.0%	86.0%	89.5%	62.0%	70.0%	81.0%	63.5%	54.9%
2015	68.2%	62.0%	70.0%	81.0%	90.6%				56.8%	64.8%
2016	74.9%	59.6%	82.2%	95.5%	93.1%					
2017	58.1%	34.2%	62.3%	79.7%	95.0%					
2018	74.0%	56.4%	75.0%	79.7%	92.1%					

MRA Composite Index

Index Components	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<i>Weighted Primary Reserve Ratio (25%)</i>	-0.01	0.09	0.16	-0.02	-0.02
<i>Weighted Equity Ratio (12.5 %)</i>	0.225	0.2875	0.3	0.2375	0.2625
<i>Weighted Return on Net Assets Ratio (12.5%)</i>	-0.13	0.38	-0.13	-0.13	0.38
<i>Weighted Net Operating Revenues Ratio (25%)</i>	0.75	0.75	0.50	-0.25	0.72
<i>Updated Weighted 16 Risk Factors (25%)</i>	0	0	0.25	0	0.25
<i>Original Weighted 8 Risk Factors (25%)</i>	-0.25	-0.25	-0.25	-0.25	-0.25
MRA Index (Single Year)	0.84	1.50	1.09	-0.16	1.59

Primary Reserve Ratio	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Unrestricted Net Assets	\$ (1,332,993.00)	\$ (630,664.00)	\$ (410,389.00)	\$ (1,658,750.00)	\$ (1,143,686.00)
Temporarily Restricted Net Assets	\$ 153,908.00	\$ 201,396.00	\$ 287,004.00	\$ 244,997.00	\$ 345,917.00
- Land, Building, Equipment, net of depreciation	\$ 6,850,288.00	\$ 6,727,578.00	\$ 7,135,088.00	\$ 7,151,750.00	\$ 7,671,516.00
Long-term Debt	\$ 7,975,513.00	\$ 7,783,974.00	\$ 8,376,229.00	\$ 8,380,533.00	\$ 8,333,908.00
Total Expenses	\$ 13,420,895.00	\$ 13,101,374.00	\$ 12,766,267.00	\$ 15,029,694.00	\$ 12,797,681.00
Ratio	0.00	0.05	0.09	-0.01	-0.01
Strength Factor	-0.03	0.36	0.66	-0.09	-0.08
Weighted Value (25%)	-0.01	0.09	0.16	-0.02	-0.02

Equity Ratio	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Net Assets	\$ 4,248,490.00	\$ 5,535,542.00	\$ 6,015,957.00	\$ 5,055,793.00	\$ 5,935,358.00
Intangible Assets	\$ 354,167.00	\$ 398,575.00	\$ 277,622.00	\$ 170,002.00	\$ 83,215.00
Unsecured Related-party Receivables	\$ 77,762.00	\$ 465,100.00	\$ 437,566.00	\$ 41,146.00	\$ 65,416.00
Total Assets	\$ 15,750,224.00	\$ 16,887,757.00	\$ 17,250,744.00	\$ 16,379,755.00	\$ 17,455,010.00
- Intangible Assets	\$ 354,167.00	\$ 398,575.00	\$ 277,622.00	\$ 170,002.00	\$ 83,215.00
- Unsecured Related-party Receivables	\$ 77,762.00	\$ 465,100.00	\$ 437,566.00	\$ 41,146.00	\$ 65,416.00
Ratio	0.306	0.399	0.407	0.326	0.352
Strength Factor	1.8	2.3	2.4	1.9	2.1
Weighted Value (12.5%)	0.225	0.2875	0.3	0.2375	0.2625

Return on Net Assets Ratio	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Δ Net Assets	\$ (210,063.00)	\$ 1,287,053.00	\$ 480,415.00	\$ (960,164.00)	\$ 879,565.00
Total Net Assets (BoY)	\$ 4,458,553.00	\$ 4,248,490.00	\$ 5,535,542.00	\$ 6,015,957.00	\$ 5,055,793.00
Ratio	-0.05	0.30	0.09	-0.16	0.17
Strength Factor	-1.00	3.00	-1.00	-1.00	3.00
Weighted Value (12.5%)	-0.13	0.38	-0.13	-0.13	0.38

Net Operating Revenues Ratio	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Δ Unrestricted Net Assets	\$ 774,293.00	\$ 702,329.00	\$ 220,275.00	\$ (1,248,361.00)	\$ 515,064.00
Total Unrestricted Revenue	\$ 14,219,021.00	\$ 13,832,870.00	\$ 13,023,389.00	\$ 13,810,038.00	\$ 13,347,003.00
Ratio	0.05	0.05	0.02	-0.09	0.04
Strength Factor	3.00	3.00	2.01	-1.00	2.88
Weighted Value (25%)	0.75	0.75	0.50	-0.25	0.72

Updated Risk Assessment

