

# Central Christian College of Kansas

## Fall 2020 - 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), as well as a high-school Dual Credit program.

### Demographics

#### CCCK SAS SPE

#### Ethnicity

|                        |     |     |     |
|------------------------|-----|-----|-----|
| American Indian/Native | 1%  | 1%  | 1%  |
| Asian/Pacific Islander | 2%  | 1%  | 1%  |
| African American       | 15% | 16% | 15% |
| Hispanic/Latino        | 18% | 32% | 9%  |
| White                  | 58% | 43% | 66% |
| Other                  | 7%  | 7%  | 8%  |

#### Campus Population

|              | N          | %           |
|--------------|------------|-------------|
| Dual Credit  | 55         | 9%          |
| Residential  | 275        | 44%         |
| Online       | 300        | 48%         |
| <b>Total</b> | <b>630</b> | <b>100%</b> |

#### Enrollment By Degree

|                                 |            |
|---------------------------------|------------|
| Associate of Arts               | 103        |
| Associate of Criminal Justice   | 11         |
| Associate of General Studies    | 1          |
| Bachelor of Arts                | 40         |
| BA in Music                     | 0          |
| BBA                             | 48         |
| Bachelor of Education           | 5          |
| Bachelor of Elem. Education     | 17         |
| Bachelor of Music               | 1          |
| Bachelor of Physical Education  | 5          |
| Bachelor of Science             | 87         |
| Bachelor of Science in Business | 84         |
| BSCJ                            | 77         |
| BSHA & BSHHS                    | 43         |
| BIS                             | 0          |
| BAM                             | 4          |
| BS in Psychology                | 53         |
| Bachelor of Sports Science      | 46         |
| NDS                             | 73         |
| Dual-Degrees                    | 68         |
| <b>Total</b>                    | <b>630</b> |

#### Retention/Persistence (3YR Avg)

|                     |     |     |     |
|---------------------|-----|-----|-----|
| 1st Year Retention  | 56% | 53% | 61% |
| Four Year Grad Rate | 13% | 27% | 2%  |

#### CFI - FY 2020

|                        |             |
|------------------------|-------------|
| Primary Reserve Ratio  | -0.27       |
| Equity Ratio           | 0.90        |
| Net Income Ratio       | 0.13        |
| <b>Composite Index</b> | <b>0.76</b> |

#### Gender

|        |     |     |     |
|--------|-----|-----|-----|
| Female | 54% | 42% | 65% |
| Male   | 46% | 58% | 35% |

#### Degrees Awarded (2019-20)

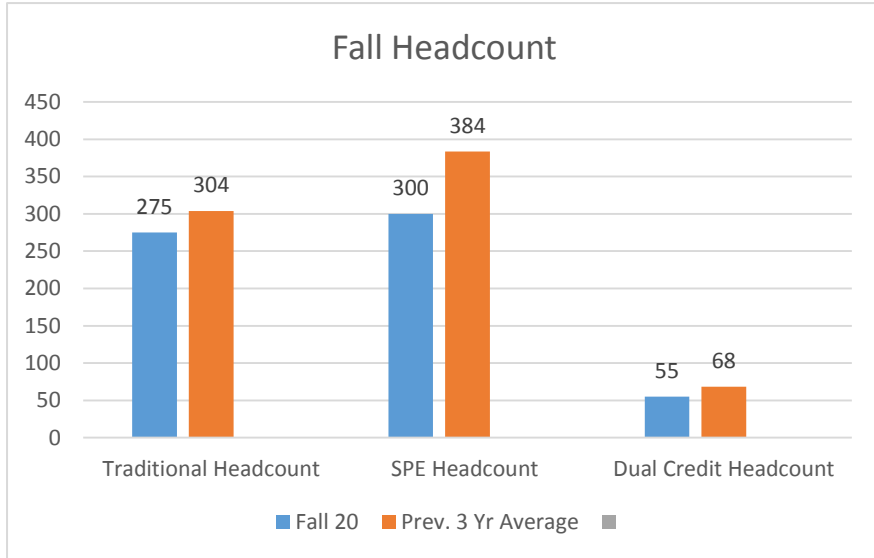
|              |            |
|--------------|------------|
| Associate    | 30         |
| Bachelor     | 120        |
| <b>Total</b> | <b>150</b> |

### Outcomes 2019-20

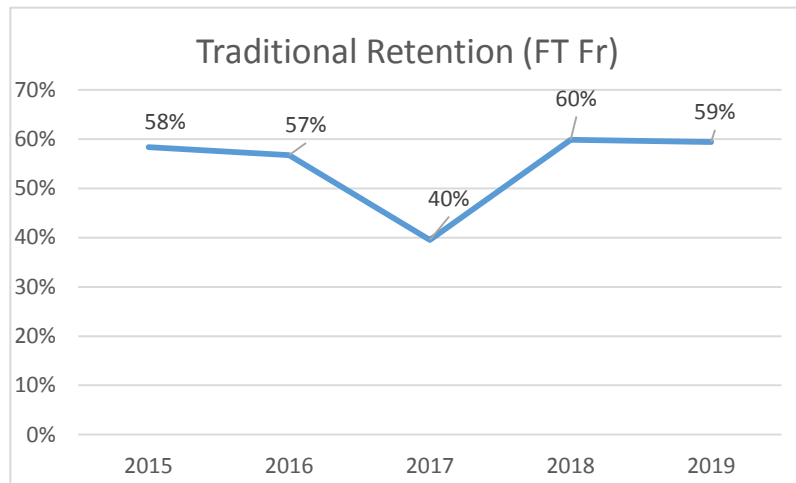
#### Core-4 Measures

|   |        |                                       |
|---|--------|---------------------------------------|
| 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                                   | 68.685 | ≥ 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%                |

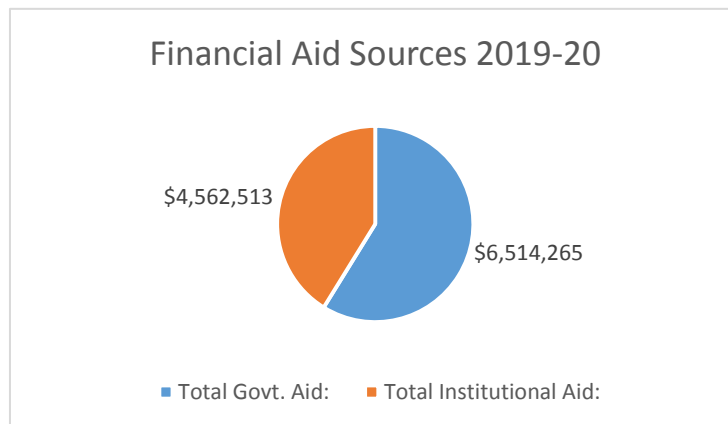
## Fall Enrollment Quick Glance



## 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](#)

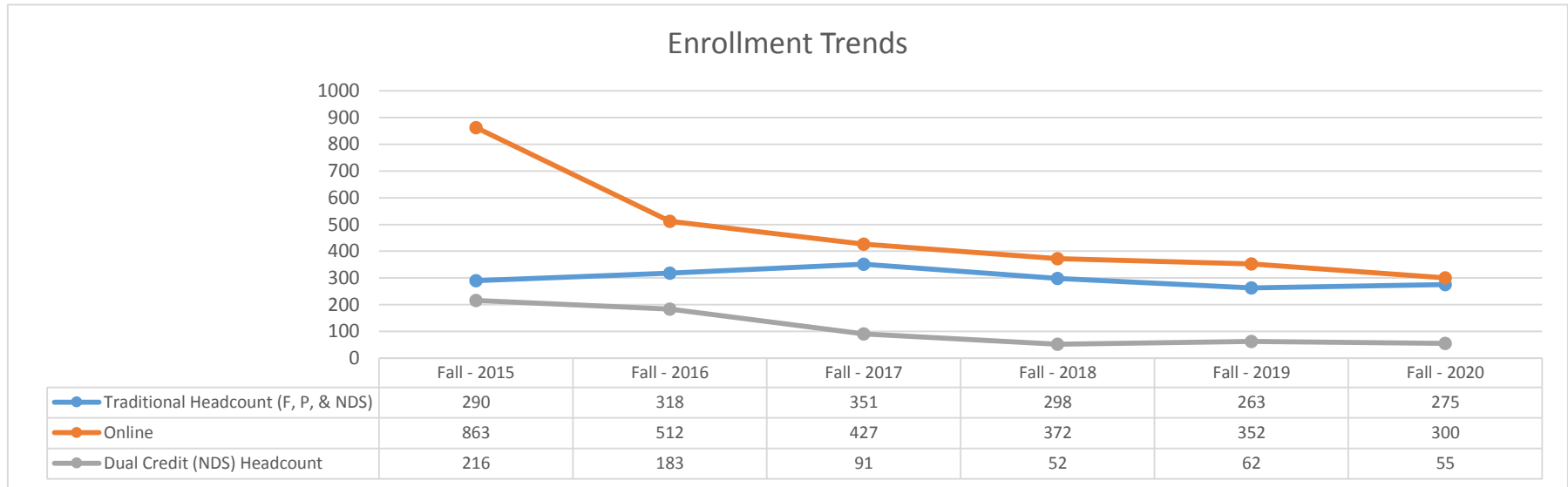
Starting with Fall 2013, Student FTE was calculated according to IPEDS standards, as outlined on their website. This meant multiplying part-time credit by 0.392857 and then adding it to the Full-Time student headcount (in accordance with the value outlined for private nonprofit and for-profit 4-year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

## Fall Enrollment Data

Fall - 2015   Fall - 2016   Fall - 2017   Fall - 2018   Fall - 2019   Fall - 2020

### Overall Headcount

|                                     |             |             |            |            |            |            |
|-------------------------------------|-------------|-------------|------------|------------|------------|------------|
| Full-time: SAS                      | 275         | 312         | 334        | 287        | 255        | 265        |
| Part-time: SAS                      | 11          | 3           | 7          | 10         | 4          | 7          |
| Part-time: NDS (SAS)                | 4           | 3           | 10         | 1          | 4          | 3          |
| Part-time: NDS (EXCEL)              | 0           | 0           | 0          | 0          | 0          | 0          |
| Part-time: NDS (Online)             | 1           | 0           | 0          | 0          | 11         | 11         |
| Full-time: SPE (EXCEL)              | 46          | 28          | 9          |            |            |            |
| Full-time: SPE (Online)             | 798         | 451         | 387        | 352        | 325        | 266        |
| Part-time: SPE (EXCEL)              | 3           | 3           | 3          | 0          | 0          | 0          |
| Part-time: SPE (Online)             | 15          | 30          | 28         | 20         | 16         | 23         |
| Dual Credit (NDS)                   | 216         | 183         | 91         | 52         | 62         | 55         |
|                                     |             |             |            |            |            |            |
| Traditional Headcount (F, P, & NDS) | 290         | 318         | 351        | 298        | 263        | 275        |
| Online                              | 863         | 512         | 427        | 372        | 352        | 300        |
| Dual Credit (NDS) Headcount         | 216         | 183         | 91         | 52         | 62         | 55         |
| <b>Total Students (Overall)</b>     | <b>1369</b> | <b>1013</b> | <b>869</b> | <b>722</b> | <b>677</b> | <b>630</b> |



Online illustrates the initial launch of the programs over three years, peaking in Fall 2015, followed by a wave of graduates.

### Full-time Equivalency (FTE)

|                            | Fall - 2015    | Fall - 2016   | Fall - 2017   | Fall - 2018   | Fall - 2019   | Fall - 2020   |
|----------------------------|----------------|---------------|---------------|---------------|---------------|---------------|
| SAS Full-time FTE          | 275.00         | 312.00        | 334.00        | 287.00        | 255.00        | 265.00        |
| SAS Part-time FTE (ALL)    | 5.89           | 2.36          | 6.68          | 4.32          | 3.14          | 3.93          |
| SAS FTE                    | 280.89         | 314.36        | 340.68        | 291.32        | 258.14        | 268.93        |
| Dual-Credit FTE            | 84.86          | 71.89         | 35.75         | 20.43         | 24.36         | 21.61         |
| SPE Full-time (EXCEL) FTE  | 46.00          | 28.00         | 9.00          | 0.00          | 0.00          | 0.00          |
| SPE Full-time (ONLINE) FTE | 798.00         | 451.00        | 387.00        | 352.00        | 325.00        | 266.00        |
| SPE Part-time (EXCEL) FTE  | 1.18           | 1.18          | 1.18          | 0.00          | 0.00          | 0.00          |
| SPE Part-time (ONLINE) FTE | 6.29           | 11.79         | 11.00         | 7.86          | 10.61         | 13.36         |
| SPE FTE                    | 851.46         | 491.96        | 408.18        | 359.86        | 335.61        | 279.36        |
| <b>Total FTE (Overall)</b> | <b>1217.21</b> | <b>878.21</b> | <b>784.61</b> | <b>671.61</b> | <b>618.11</b> | <b>569.89</b> |

## Retention, Persistence, & Graduation Rates

| Overall                                       | 2013 | 2014 | 2015 | 2016      | 2017      | 2018 | 2019 | 2020 |
|---|------|------|------|-----------|-----------|------|------|------|
| IPED's Fall Enrollment (Retention)            | 54%  | 56%  | 48%  | 53%       | 41%       | 61%  | 64%  |      |
| SAM (Student Achievement Measure) First-Time  | 66%  | 62%  |      |           |           |      |      |      |
| SAM (Student Achievement Measure)w/ Transfer: | 82%  | 85%  |      |           |           |      |      |      |
| College Scorecard Retention                   |      |      |      | 56% [68%] | 56% [69%] | 45%  |      |      |
| College Scorecard Graduation Rate             |      |      |      | 40% [42%] | 40% [42%] | 39%  |      |      |

## Retention & Persistence Overall Institution

| 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%            |
|                 | 2009         | 111           | 61%            | 49%            | 45%            | 42%            | 41%            | 41%            | 41%            |
|                 | 2010         | 99            | 63%            | 44%            | 37%            | 33%            | 33%            | 29%            | 29%            |
|                 | 2011         | 223           | 51%            | 36%            | 34%            | 30%            | 29%            | 27%            | 26%            |
|                 | 2012         | 140           | 58%            | 39%            | 35%            | 31%            | 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 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%            |
|                      | 2009         | 23             | 78%            | 74%            | 70%            | 70%            | 70%            | 70%            | 70%            |
|                      | 2010         | 32             | 81%            | 66%            | 66%            | 63%            | 63%            | 63%            | 59%            |
|                      | 2011         | 184            | 85%            | 70%            | 65%            | 61%            | 59%            | 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            | 100%           | 50%            | 50%            | 50%            | 50%            | 50%            | 25%            | 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 |
|--------|---------------|---------|---------|---------|---------|
| 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-2016    SP-2017    SP-2018    SP-2019    SP-2020    SP-2021

### Degree Seeking SAS Headcount (Grade Level)

|                                    |            |            |            |            |            |            |
|------------------------------------|------------|------------|------------|------------|------------|------------|
| Freshman                           | 68         | 77         | 109        | 77         | 60         | 77         |
| Sophomore                          | 60         | 54         | 64         | 61         | 69         | 50         |
| Junior                             | 74         | 52         | 55         | 58         | 55         | 54         |
| Senior                             | 73         | 100        | 73         | 63         | 68         | 58         |
| <b>Residential Headcount (SAS)</b> | <b>275</b> | <b>283</b> | <b>301</b> | <b>259</b> | <b>252</b> | <b>239</b> |

### Fall to Spring Retention (SAS)

93.1%    88.1%    87.8%    88.9%    90.2%    82.5%

### New Spring SAS Enrollments

8    9    15    14    14    13

### Overall Headcount

|                                      |     |     |     |     |     |     |
|--------------------------------------|-----|-----|-----|-----|-----|-----|
| Full-time: SAS                       | 264 | 281 | 286 | 248 | 243 | 234 |
| Part-time: SAS                       | 11  | 11  | 9   | 11  | 9   | 5   |
| Part-time: NDS (SAS)                 | 3   | 5   | 6   | 2   | 1   | 1   |
| Part-time : NDS (EXCEL)              | 0   | 0   | 0   | 0   | 0   | 0   |
| Part-time: NDS (Online)              | 0   | 0   | 0   | 4   | 25  | 6   |
| Full-Time - SPE (EXCEL)              | 38  | 19  | 0   | 0   | 0   | 0   |
| Full-Time - SPE (Online)             | 556 | 434 | 386 | 401 | 299 | 253 |
| Part-time SPE: (EXCEL)               | 0   | 5   | 0   | 0   | 0   | 0   |
| Part-time SPE: (Online)              | 11  | 26  | 32  | 64  | 32  | 25  |
| Dual Credit (NDS)                    | 93  | 94  | 94  | 29  | 29  | 72  |
|                                      |     |     |     |     |     |     |
| Traditional Headcount (F & P)        | 278 | 297 | 301 | 261 | 253 | 240 |
| Professional Ed. Headcount (Overall) | 605 | 484 | 418 | 469 | 356 | 284 |
| Dual Credit (NDS)                    | 93  | 94  | 94  | 29  | 29  | 72  |
| Total Students                       | 976 | 875 | 813 | 759 | 638 | 596 |

### Credits

|                                |       |      |      |      |      |      |
|--------------------------------|-------|------|------|------|------|------|
| SAS Full time Credits          | 3774  | 3968 | 4357 | 3738 | 4124 | 3976 |
| SAS Part-Time Credits          | 87    | 103  | 146  | 273  | 81   | 39   |
| Total Credits (Traditional)    | 3861  | 4071 | 4503 | 4011 | 4205 | 4015 |
| Dual Credit Credits            | 345   | 357  | 198  | 126  | 123  | 117  |
| SPE Full-time (EXCEL) Credits  | 456   | 180  | 0    | 0    | 0    | 0    |
| SPE Full-time (Online) Credits | 6672  | 3135 | 4986 | 4563 | 3297 | 3078 |
| SPE Part-time (EXCEL) Credits  | 0     | 45   | 0    | 0    | 0    | 0    |
| SPE Part-time (Online) Credits | 71    | 153  | 309  | 777  | 1287 | 420  |
| Total Credits (Online)         | 7199  | 3513 | 5295 | 5340 | 4584 | 3498 |
| Total Credits (Overall)        | 11405 | 7941 | 9996 | 9477 | 8912 | 7630 |

## Enrollment Projections

Total Student Enrollment Projection Formula:  $(A+(B+(B*E)))-(C+D)$

---

### Total Projected Student Enrollment **669**

|   |      |
|---|------|
| A = Currently registered students               | 630  |
| B = Number of new enrollees (3 year avg.)       | 493  |
| C = Number of graduating students (3 year avg.) | 170  |
| D = Number of attritions (3 year avg.)          | 299  |
| E = Rate of desired enrollment growth           | 0.03 |

---

### Projected SAS Student Enrollment: **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 |

---

### Projected SPE Student Enrollment: **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                  | FY2020                  |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>Operating Revenues</b>                         |                         |                         |                         |                         |                         |                         |
| Student Tuition & Fees                            | \$ 12,471,177           | \$ 12,558,097           | \$ 12,642,003           | \$ 13,545,157           | \$ 12,055,350           | \$ 11,053,023           |
| Scholarship and Grants                            | \$ (3,713,447)          | \$ (4,126,082)          | \$ (4,635,768)          | \$ (4,911,392)          | \$ (4,566,218)          | \$ (4,595,405)          |
| <b>Net Tuition</b>                                | <b>\$ 8,757,730</b>     | <b>\$ 8,432,015</b>     | <b>\$ 8,006,235</b>     | <b>\$ 8,633,765</b>     | <b>\$ 7,489,132</b>     | <b>\$ 6,457,618</b>     |
| Private Gifts and Grants                          | \$ 1,152,732            | \$ 1,514,210.00         | \$ 659,508.00           | \$ 961,265.00           | \$ 2,288,111.00         | \$ 1,194,433.00         |
| Government Grants                                 | \$ 127,356              | \$ 123,741.00           | \$ 236,029.00           | \$ 17,988.00            | \$ 63,908.00            | \$ 1,422,291.00         |
| Other Income                                      | \$ 93,334               | \$ 158,383.00           | \$ 64,818.00            | \$ 130,563.00           | \$ 261,292.00           | \$ 371,259.00           |
| 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         | \$ 1,418,009.00         |
| <b>Total Operating Revenues and Other Support</b> | <b>\$ 12,106,959.00</b> | <b>\$ 12,310,916.00</b> | <b>\$ 11,501,817.00</b> | <b>\$ 12,188,429.00</b> | <b>\$ 11,911,699.00</b> | <b>\$ 10,863,610.28</b> |
| <b>Non-Operating Revenues</b>                     |                         |                         |                         |                         |                         |                         |
| Coffee Shop Income                                | \$ 178,170              | \$ 70,136.00            | \$ -                    | \$ -                    | \$ -                    | \$ 167,609.00           |
| Day Care Income                                   | \$ 831,151              | \$ 1,163,580.00         | \$ 1,272,371.00         | \$ 1,396,101.00         | \$ 1,363,197.00         | \$ 1,148,268.00         |
| Two Tigers and a Truck Income                     | \$ 61,047               | \$ 130,890.00           | \$ 145,175.00           | \$ 93,477.00            | \$ 75,378.00            | \$ 55,023.00            |
| Central Christian Ventures Income                 |                         |                         |                         | \$ 11,037.00            | \$ -                    |                         |
| KCTC Income                                       |                         | \$ 41,833.00            | \$ 38,471.00            | \$ 25,058.00            | \$ 13,760.00            |                         |
| CCC Holdings                                      |                         |                         |                         |                         |                         | \$ 53,000.00            |
| Foundation Income                                 |                         |                         |                         |                         |                         | \$ 48.00                |
| <b>Other Entity Revenues</b>                      | <b>\$ 1,070,368.00</b>  | <b>\$ 1,406,439.00</b>  | <b>\$ 1,456,017.00</b>  | <b>\$ 1,525,673.00</b>  | <b>\$ 1,452,335.00</b>  | <b>\$ 1,423,948.00</b>  |
| <b>Total Operating Revenues</b>                   | <b>\$ 13,177,327</b>    | <b>\$ 13,717,355</b>    | <b>\$ 12,957,834</b>    | <b>\$ 13,714,102</b>    | <b>\$ 13,364,034</b>    | <b>\$ 12,287,558</b>    |
| <b>Operating Expenses</b>                         |                         |                         |                         |                         |                         |                         |
| Instruction                                       | \$ 6,434,387            | \$ 6,146,964            | \$ 5,978,975            | \$ 7,131,645            | \$ 5,632,078            | \$ 1,560,177            |
| Write-Off   | \$ (198,000)            | \$ (245,453)            | \$ (674,839)            | \$ (1,450,721)          | \$ (300,000)            | \$ (300,000)            |
|   | \$ 6,236,387            | \$ 5,901,511            | \$ 5,304,136            | \$ 5,680,924            | \$ 5,332,078            | \$ 1,260,177            |
| Academic Support                                  | \$ 322,112              | \$ 309,475              | \$ 299,313              | \$ 357,017              | \$ 281,947              | \$ 413,030              |
| Student Services                                  | \$ 1,966,952            | \$ 1,889,787            | \$ 1,827,735            | \$ 2,180,099            | \$ 1,721,691            | \$ 4,250,072            |
| Institutional Support                             | \$ 1,954,018            | \$ 1,877,360            | \$ 1,815,717            | \$ 2,165,763            | \$ 1,710,370            | \$ 2,712,707            |

|                                 |           |                   |           |                   |           |                   |           |                   |           |                   |           |                   |
|---------------------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|
| Auxiliary Expenses              | \$        | 1,770,804         | \$        | 1,701,334         | \$        | 1,645,471         | \$        | 1,962,696         | \$        | 1,550,001         | \$        | 877,409           |
| Fundraising                     |           |                   |           |                   |           |                   |           |                   |           | \$                |           | 214,384           |
| <b>Total Operating Expenses</b> | <b>\$</b> | <b>12,448,273</b> | <b>\$</b> | <b>11,924,920</b> | <b>\$</b> | <b>11,567,211</b> | <b>\$</b> | <b>13,797,220</b> | <b>\$</b> | <b>10,896,087</b> | <b>\$</b> | <b>10,027,779</b> |

#### Other Entity Expenses

|                                     |           |                   |           |                   |           |                   |           |                   |           |                   |           |                   |
|-------------------------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|-----------|-------------------|
| CCC Holdings Expenses               |           |                   |           |                   |           |                   |           | \$                | 525,855   |                   |           |                   |
| Foundation Expenses                 |           |                   |           |                   |           |                   | \$        | 13,592            | \$        | 39,290            | \$        | 56,329            |
| Day Care Expenses                   | \$        | 648,285           | \$        | 861,348           | \$        | 973,098           | \$        | 1,014,439         | \$        | 1,135,857         | \$        | 1,199,523         |
| KCTC Expenses                       |           |                   | \$        | 36,481            | \$        | 36,545            | \$        | 33,135            | \$        | 23,607            |           |                   |
| Heartbeat Coffee Expenses           | \$        | 267,051           | \$        | 130,453           | \$        | 170               | \$        | 25,142            | \$        | 79,780            | \$        | 154,893           |
| Central Christian Ventures Expenses |           |                   |           |                   |           |                   | \$        | 10,671            | \$        | -                 | \$        | 525,855           |
| Two Tigers and a Truck Expenses     | \$        | 57,286            | \$        | 113,174           | \$        | 189,243           | \$        | 135,495           | \$        | 97,205            | \$        | 61,856            |
| <b>Total Other Entity Expenses</b>  | <b>\$</b> | <b>972,622</b>    | <b>\$</b> | <b>1,141,456</b>  | <b>\$</b> | <b>1,199,056</b>  | <b>\$</b> | <b>1,232,474</b>  | <b>\$</b> | <b>1,901,594</b>  | <b>\$</b> | <b>1,998,456</b>  |
| <b>Total Operating Expenses</b>     | <b>\$</b> | <b>13,420,895</b> | <b>\$</b> | <b>13,066,376</b> | <b>\$</b> | <b>12,766,267</b> | <b>\$</b> | <b>15,029,694</b> | <b>\$</b> | <b>12,797,681</b> | <b>\$</b> | <b>12,026,235</b> |

|                                |           |                  |           |                |           |                |           |                    |           |                |           |                |
|--------------------------------|-----------|------------------|-----------|----------------|-----------|----------------|-----------|--------------------|-----------|----------------|-----------|----------------|
| <b>Results From Operations</b> | <b>\$</b> | <b>(243,568)</b> | <b>\$</b> | <b>650,979</b> | <b>\$</b> | <b>191,567</b> | <b>\$</b> | <b>(1,315,592)</b> | <b>\$</b> | <b>566,353</b> | <b>\$</b> | <b>261,323</b> |
|--------------------------------|-----------|------------------|-----------|----------------|-----------|----------------|-----------|--------------------|-----------|----------------|-----------|----------------|

#### Other Changes

|   |           |                     |           |                     |           |                   |           |                     |           |                   |           |                   |
|---|-----------|---------------------|-----------|---------------------|-----------|-------------------|-----------|---------------------|-----------|-------------------|-----------|-------------------|
| Private Gifts/Grants for Endowments           |           |                     | \$        | 11,649.00           | \$        | 134,986.00        | \$        | 46,829.00           | \$        | 71,128.00         | \$        | 668,180.00        |
| Investment Income (Endowments)                | \$        | 35,011              | \$        | 36,480.00           | \$        | 36,967.00         | \$        | 29,803.00           | \$        | 49,985.00         | \$        | 32,017.00         |
| Investment Income                             | \$        | 9,510               | \$        | 11,498.00           | \$        | 2,252.00          | \$        | 10,716.00           | \$        | 16,308.00         |           |                   |
| Gain(Loss) - Perpetual Trusts                 |           |                     | \$        | (25,233.00)         | \$        | 39,546.00         | \$        | 63,640.00           | \$        | 13,922.00         | \$        | 11,906.00         |
| Changes in Split-Interest Agreements          |           |                     | \$        | 601,679.00          | \$        | 75,097.00         | \$        | 204,440.00          | \$        | 161,869.00        | \$        | (54,713.00)       |
| Net assets released from restrictions         |           |                     |           |                     | \$        | -                 | \$        | -                   |           | \$                |           | -                 |
| Net Gains (Losses) - Disposal of Fixed Assets |           |                     |           |                     |           |                   |           |                     |           |                   |           |                   |
| <b>Change in Net Assets</b>                   | <b>\$</b> | <b>(199,047.00)</b> | <b>\$</b> | <b>1,287,052.00</b> | <b>\$</b> | <b>480,415.00</b> | <b>\$</b> | <b>(960,164.00)</b> | <b>\$</b> | <b>879,565.00</b> | <b>\$</b> | <b>918,713.28</b> |

## Consolidated Statement of Financial Position

### Assets

|                                      |  |  |  |  |    |              |    |              |    |              |
|--------------------------------------|--|--|--|--|----|--------------|----|--------------|----|--------------|
| Cash & Cash Equivalents              |  |  |  |  | \$ | 210,171.00   | \$ | 609,364.00   | \$ | 2,215,853.00 |
| Accounts Receivable (Net)            |  |  |  |  | \$ | 1,763,685.00 | \$ | 1,832,341.00 | \$ | 1,456,336.00 |
| Unconditional Promises to Give (Net) |  |  |  |  | \$ | 70,345.00    | \$ | 74,586.00    | \$ | 42,948.00    |
| Prepays & Other Assets               |  |  |  |  | \$ | 199,071.00   | \$ | 157,704.00   | \$ | 172,303.00   |
| Loans to Students (Net)              |  |  |  |  | \$ | 1,795,685.00 | \$ | 1,690,933.00 | \$ | 1,391,134.00 |

|                                |  |                         |                         |           |                      |
|--------------------------------|--|-------------------------|-------------------------|-----------|----------------------|
| Loans to Others (Net)          |  | \$ 41,317.00            | \$ 38,080.00            |           |                      |
| Investments                    |  | \$ 2,546,565.00         | \$ 2,659,639.00         | \$        | 3,093,332.00         |
| Assets Held in Trust           |  | \$ 13,167.00            | \$ 9,536.00             |           |                      |
| Charitable Remainder Trusts    |  | \$ 1,414,782.00         | \$ 1,610,959.00         | \$        | 1,657,736.00         |
| Perpetual Trusts               |  | \$ 654,415.00           | \$ 668,337.00           | \$        | 680,243.00           |
| Good will                      |  | \$ 348,800.00           | \$ 348,800.00           | \$        | 313,920.00           |
| Intangible Assets (Net)        |  | \$ 170,002.00           | \$ 83,215.00            |           |                      |
| Property, Plant, and Equipment |  | \$ 7,151,750.00         | \$ 7,671,516.00         | \$        | 7,154,120.00         |
| <b>Total Assets</b>            |  | <b>\$ 16,379,755.00</b> | <b>\$ 17,455,010.00</b> | <b>\$</b> | <b>18,177,925.00</b> |

### Liabilities

|  |  |                         |                         |           |                      |
|--|--|-------------------------|-------------------------|-----------|----------------------|
| Checks Issued In Excess                |  | \$ 134,231.00           | \$ -                    | \$        | -                    |
| Accounts Payable - Accrued Liabilities |  | \$ 927,255.00           | \$ 1,368,303.00         | \$        | 878,689.00           |
| Accrued Expenses                       |  |                         |                         | \$        | 175,105.00           |
| Deferred Revenue                       |  |                         |                         | \$        | 70,064.00            |
| Student Deposits                       |  | \$ 18,125.00            | \$ -                    |           |                      |
| Split-Interest Agreements Payable      |  | \$ 332,976.00           | \$ 336,430.00           | \$        | 413,107.00           |
| Federal Loan Funds Refundable          |  | \$ 1,462,889.00         | \$ 1,471,303.00         | \$        | 1,471,164.00         |
| Capital Lease                          |  | \$ 67,953.00            | \$ 9,708.00             |           |                      |
| Long-term Debt (Notes Payable)         |  | \$ 8,380,533.00         | \$ 8,333,908.00         | \$        | 8,315,725.00         |
| <b>Total Liabilities</b>               |  | <b>\$ 11,323,962.00</b> | <b>\$ 11,519,652.00</b> | <b>\$</b> | <b>11,323,854.00</b> |

### Net Assets

|  |                        |                        |                        |                        |                        |                        |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Without Donor Restriction              | \$ (1,332,993.00)      | \$ (630,664.00)        | \$ (410,389.00)        | \$ (1,658,750.00)      | \$ (1,143,686.00)      | \$ (981,578.00)        |
| 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        | \$ 7,835,649.00        |
| <b>Net Assets</b>                      | <b>\$ 4,248,490.00</b> | <b>\$ 5,535,542.00</b> | <b>\$ 6,015,957.00</b> | <b>\$ 5,055,793.00</b> | <b>\$ 5,935,358.00</b> | <b>\$ 6,854,071.00</b> |

| Debt                          | FY2015          | FY2016        | FY2017        | FY2017        | FY2019          | FY2020        |
|-------------------------------|-----------------|---------------|---------------|---------------|-----------------|---------------|
| Accounts Payable (Carry Over) | \$ 1,419,371.00 | \$ 965,949.00 | \$ 559,970.00 | \$ 927,255.00 | \$ 1,368,303.00 | \$ 878,688.76 |



|                |    |                     |    |                     |    |                     |    |                     |    |                     |
|----------------|----|---------------------|----|---------------------|----|---------------------|----|---------------------|----|---------------------|
| 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        |
|                | \$ | <b>9,221,304.00</b> | \$ | <b>9,230,703.00</b> | \$ | <b>9,386,617.00</b> | \$ | <b>9,442,019.00</b> | \$ | <b>9,702,211.00</b> |

## 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)        |    |                     |    |                     |    |                     |    |                     |
| <b>Net Assets (Endowment)</b>               | \$ | <b>5,512,798.00</b> | \$ | <b>6,086,513.00</b> | \$ | <b>6,298,012.00</b> | \$ | <b>6,642,724.00</b> | \$ | <b>6,939,628.00</b> |

## Cost & Aid Figures

### Tuition & Fees

|                       | FY2015       | FY2016       | FY2017       | FY2018       | FY2019       | FY2020       |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| SPE Tuition           |              | \$ 9,552.00  | \$ 10,200.00 | \$ 10,200.00 | \$ 10,200.00 | \$ 10,200.00 |
| SPE Fees              |              | \$ 400.00    | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  | \$ 1,000.00  |
| SAS Tuition           | \$ 21,508.00 | \$ 22,196.00 | \$ 25,040.00 | \$ 24,760.00 | \$ 28,500.00 | \$ 28,500.00 |
| SAS Fees              | \$ 350.00    | \$ 350.00    |              | \$ 1,000.00  | \$ 100.00    | \$ 200.00    |
| Overall Tuition (AVG) |              | \$ 15,874.00 | \$ 17,620.00 | \$ 17,480.00 | \$ 19,350.00 | \$ 19,350.00 |
| Average Fees          |              | \$ 375.00    | \$ 1,000.00  | \$ 1,000.00  | \$ 550.00    | \$ 600.00    |

### Auxillary

|                                   |              |              |              |              |              |              |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| SAS Room                          | \$ 3,330.00  | \$ 3,297.00  | \$ 3,570.00  | \$ 3,708.00  | \$ 3,860.00  | \$ 4,000.00  |
| Board                             | \$ 4,070.00  | \$ 4,027.00  | \$ 4,382.00  | \$ 4,512.00  | \$ 2,500.00  | \$ 3,160.00  |
| Overall Cost                      | \$ 29,258.00 | \$ 29,870.00 | \$ 32,992.00 | \$ 33,980.00 | \$ 34,960.00 | \$ 35,860.00 |
| Marginal Increase or Decrease (%) | 28.80%       | 4.37%        | 11.92%       | 3.66%        | -7.33%       | 6.17%        |
| Net Price                         | \$ 20,857.95 | \$ 21,769.32 | \$ 24,364.62 | \$ 25,255.61 | \$ 23,404.48 | \$ 24,849.32 |

## Discount Rate

|                             |        |        |        |        |        |        |
|-----------------------------|--------|--------|--------|--------|--------|--------|
| Institutional Rate (NACUBO) | 29.78% | 32.86% | 36.67% | 36.26% | 37.88% | 41.58% |
|-----------------------------|--------|--------|--------|--------|--------|--------|

|                                 |                 |                 |                 |                 |                 |                 |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| SAS - Residential               | 61.57%          | 64.07%          | 65.55%          | 66.13%          | 59.60%          | 61.64%          |
| SPE - Online                    |                 | 0.66%           | 1.89%           | 2.09%           | 0.41%           | 0.77%           |
| Per Student Rate (NACUBO)       | 58.74%          | 63.87%          | 60.07%          | 61.39%          | 56.10%          | 61.02%          |
| Institutional Aid to Athletes   | \$ 2,457,202.00 | \$ 2,662,700.24 | \$ 3,028,428.00 | \$ 3,701,001.00 | \$ 3,883,923.00 | \$ 3,740,229.74 |
| Percentage of Institutional Aid | 66.17%          | 64.53%          | 65.33%          | 75.36%          | 85.06%          | 81.39%          |
| Average Aid/Athlete             | \$ 12,045.11    | \$ 13,116.75    | \$ 12,462.67    | \$ 13,265.24    | \$ 14,824.13    | \$ 16,549.69    |
|                                 | 55.11%          | 58.18%          | 49.77%          | 51.50%          | 51.83%          | 57.66%          |
| # of Athletes                   | 204             | 203             | 243             | 279             | 262             | 226             |
|                                 | 66.02%          | 70.00%          | 76.42%          | 79.49%          | 87.92%          | 85.93%          |

### Marginal Analysis

|                          |               |               |                 |               |                 |                 |
|--------------------------|---------------|---------------|-----------------|---------------|-----------------|-----------------|
| Marginal Price           | \$ 2,608.00   | \$ 612.00     | \$ 3,122.00     | \$ 988.00     | \$ 980.00       | \$ 900.00       |
| Marginal FTE             | 14            | -20           | 33              | 26            | -49             | -33             |
| Marginal Net Revenue/FTE | \$ (1,180.40) | \$ 21.48      | \$ 2,357.00     | \$ (1,576.85) | \$ 1,553.71     | \$ 906.02       |
| Marginal Gross Revenue   | \$ 745,861.86 | \$ 351,348.08 | \$ 1,106,747.96 | \$ 574,402.88 | \$ (786,870.72) | \$ (168,487.97) |

### Revenue Analysis

FTE= Credits Generated/24

|   |             |             |              |             |              |             |
|---|-------------|-------------|--------------|-------------|--------------|-------------|
| Net Tuition/FTE - Overall               | \$ 8,136.95 | \$ 7,543.18 | \$ 9,938.95  | \$ 9,902.05 | \$ 9,347.78  | \$ 8,834.96 |
| Net Tuition/FTE - Residential           | \$ 6,265.86 | \$ 5,936.85 | \$ 7,484.11  | \$ 5,602.15 | \$ 7,873.11  | \$ 8,064.09 |
| Net Tuition/FTE - Online                | \$ -        | \$ 8,370.84 | \$ 10,030.25 | \$ 9,443.44 | \$ 10,722.00 | \$ 9,917.87 |
| Net Revenue/FTE - Overall (SAS/SPE)     | \$ 3,950    | \$ 9,329    | \$ 10,581    | \$ 11,484   | \$ 13,075    | \$ 13,435   |
| Net Tuition Revenue (Tuition/FTE) (SAS) | \$ 7,507    | \$ 7,106    | \$ 8,845     | \$ 7,272    | \$ 10,534    | \$ 10,739   |
| Net Revenue (T/B/R) (SAS)               | \$ 13,380   | \$ 13,402   | \$ 15,759    | \$ 14,182   | \$ 15,736    | \$ 16,642   |
| Average Institutional Aid/FTE (SAS)     | \$ 12,634   | \$ 14,177   | \$ 15,042    | \$ 15,200   | \$ 15,989    | \$ 17,389   |

## Financial Ratio Analysis

|                        | FY2016     | FY2017     | FY2018      | FY2019     | FY2020     |
|------------------------|------------|------------|-------------|------------|------------|
| <b>CFI (KPMG)</b>      | <b>0.6</b> | <b>0.5</b> | <b>-0.3</b> | <b>0.2</b> | <b>0.4</b> |
| Primary Reserve        | 0.05       | 0.09       | -0.01       | -0.01      | 0.07       |
| Return on Net Assets   | 0.30       | 0.09       | -0.16       | 0.17       | 0.15       |
| Viability              | 0.08       | 0.13       | -0.02       | -0.02      | 0.10       |
| Net Operating Revenues | 0.05       | 0.02       | -0.09       | 0.04       | -0.01      |

### CFI (USDE)

|                            |            |            |            |            |            |
|----------------------------|------------|------------|------------|------------|------------|
| <b>Composite (Auditor)</b> | <b>0.9</b> | <b>0.8</b> | <b>0.1</b> | <b>1.0</b> | <b>0.6</b> |
| Primary Reserve Ratio      | -0.40      | -0.34      | -0.40      | -0.40      | -0.32      |
| Equity Ratio               | 0.66       | 0.73       | 0.68       | 0.77       | 0.87       |
| Net Income Ratio           | 0.60       | 0.37       | -0.20      | 0.59       | 0.06       |
| <b>Composite (HLC)</b>     | <b>0.9</b> | <b>0.9</b> | <b>0.1</b> | <b>1.1</b> | <b>0.8</b> |
| Primary Reserve Ratio      | -0.39      | -0.26      | -0.40      | -0.30      | -0.27      |
| Equity Ratio               | 0.70       | 0.77       | 0.72       | 0.80       | 0.90       |
| Net Income Ratio           | 0.60       | 0.37       | -0.20      | 0.59       | 0.13       |

| <b>Admissions Funnel</b> | <b>Fall 2013</b> | <b>Fall 2014</b> | <b>Fall 2015</b> | <b>Fall 2016</b> | <b>Fall 2017</b> | <b>Fall 2018</b> | <b>Fall 2019</b> | <b>Fall 2020</b> |
|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Prospects                | 11810            | ND               | 8485             | 17098            | 18002            | 2978             | 4500             | 10229            |
| Applications             | 661              | 454              | 713              | 734              | 824              | 579              | 399              | 612              |
| Admitted                 | 332              | 192              | 298              | 318              | 375              | 260              | 209              | 350              |
| Enrolled                 | 146              | 94               | 103              | 121              | 171              | 150              | 92               | 128              |
| Applied/Admitted         | 50.23%           | 42%              | 42%              | 43%              | 46%              | 45%              | 52%              | 57%              |
| Admitted/Enrolled        | 43.98%           | 49%              | 35%              | 38%              | 46%              | 58%              | 44%              | 37%              |
| Applied/Enrolled         | 22.09%           | 21%              | 14%              | 16%              | 21%              | 26%              | 23%              | 21%              |

| <b>Financial Aid (Totals)</b>        | <b>2013-14</b>      | <b>2014-15</b>      | <b>2015-16</b>      | <b>2016-17</b>      | <b>2017-18</b>      | <b>2018-19</b>      | <b>2019-20</b>      | <b>2020-21</b>      |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Federal PELL Grant                   | \$2,902,410         | \$1,979,146         | \$2,822,979         | \$2,154,691         | \$2,221,661         | \$1,880,886         | \$ 1,828,528        | \$ 1,714,686        |
| Federal SEOG                         | \$62,085            | \$56,900            | \$61,050            | \$96,080            | \$76,634            | \$75,250            | \$ 81,000           | \$ 63,625           |
| Federal Perkins Loan (Formally NDSL) | \$160,000           | \$169,268           | \$76,116            | \$15,500            | \$78,537            | \$0                 | \$ -                | \$ -                |
| Federal Stafford Loan                | \$4,571,537         | \$4,598,894         | \$6,869,200         | \$4,550,323         | \$6,957,695         | \$4,197,900         | \$ 3,740,753        | \$ 3,130,135        |
| Federal Parents Loan (PLUS)          | \$309,480           | \$323,632           | \$394,318           | \$546,865           | \$780,262           | \$663,405           | \$ 787,948          | \$ 508,353          |
| Outside Loan (Alternative)           | \$171,627           | \$169,514           | \$222,224           | \$257,547           | \$314,315           | \$311,614           | \$ 348,536          | \$ 356,102          |
| Federal Work Study                   | \$58,725            | \$77,267            | \$58,725            | \$72,594            | \$61,075            | \$58,725            | \$ -                | \$ -                |
| Outside Scholarship                  | \$56,105            | \$111,047           | \$91,436            | \$896               | \$88,532            | \$102,673           | \$ 86,210           | \$ 92,027           |
| Institutional                        | \$2,686,910         | \$2,814,486         | \$3,989,226         | \$4,707,504         | \$4,865,370         | \$4,473,400         | \$ 4,485,078        | \$ 4,598,437        |
| Kansas Comprehensive Grant           | \$154,400           | \$155,300           | \$111,000           | \$129,000           | \$126,000           | \$88,500            | \$ 70,500           | \$ 55,500           |
| Faculty/Staff Discount               |                     |                     | \$211,166           | \$134,410           | \$106,307           | \$149,042           | \$ 77,435           | \$ 114,744          |
| Other Kansas State Aid               | \$3,000             |                     | \$2,500             | \$0                 | \$0                 | \$0                 | \$ 5,536            | \$ 11,072           |
| <b>Total</b>                         | <b>\$11,136,279</b> | <b>\$10,455,454</b> | <b>\$14,909,940</b> | <b>\$12,665,410</b> | <b>\$15,676,388</b> | <b>\$12,001,395</b> | <b>\$11,511,524</b> | <b>\$10,644,681</b> |

| <b>Financial Aid/FTE</b>             | <b>2013-14</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> | <b>2018-19</b> | <b>2019-20</b> | <b>2020-21</b> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Total Students</b>                |                |                | <b>1100</b>    | <b>1013</b>    | <b>869</b>     | <b>722</b>     | <b>677</b>     | <b>630</b>     |
| Federal PELL Grant                   | 60%            | 43%            | 71%            | 48%            | 62%            | 67%            | 65%            | 62%            |
| Federal SEOG                         | 20%            | 20%            | 33%            | 17%            | 19%            | 24%            | 24%            | 20%            |
| Federal Perkins Loan (Formally NDSL) | 8%             | 8%             | 2%             | 1%             | 2%             | 0%             | 0%             | 0%             |
| Federal Stafford Loan                | 74%            | 68%            | 81%            | 51%            | 76%            | 83%            | 80%            | 73%            |

|                             |     |     |       |       |     |     |      |      |
|-----------------------------|-----|-----|-------|-------|-----|-----|------|------|
| Federal Parents Loan (PLUS) | 4%  | 4%  | 4%    | 6%    | 8%  | 8%  | 10%  | 8%   |
| Outside Loan (Alternative)  | 3%  | 3%  | 2%    | 3%    | 3%  | 4%  | 5%   | 5%   |
| Federal Work Study          | 7%  | 10% | 4%    | 7%    | 7%  | 9%  | 0%   | 0%   |
| Outside Scholarship         | 11% | 11% | 5%    | 3%    | 6%  | 7%  | 6%   | 6%   |
| Institutional               | 43% | 43% | 27%   | 28%   | 41% | 46% | 46%  | 50%  |
| Kansas Comprehensive Grant  | 10% | 7%  | 4%    | 4%    | 5%  | 4%  | 4%   | 3%   |
| Faculty/Staff Discount      |     |     | 2%    | 1%    | 1%  | 1%  | 1%   | 1%   |
| Other Kansas State Aid      | -   |     | 0.09% | 0.00% | 0%  | 0%  | 0.1% | 0.3% |

### Financial Aid Indicators

|                                   |    |        |    |        |         |         |         |          |          |          |          |
|-----------------------------------|----|--------|----|--------|---------|---------|---------|----------|----------|----------|----------|
| Percent of Students Receiving Aid | \$ | 1      |    |        | 70.68%  | 95.17%  | 81.66%  | 98.97%   | 96.67%   |          |          |
| Overall Student Loan Average      | \$ | 10,439 | \$ | 8,468  | \$6,070 | \$8,525 | \$8,883 | \$9,099  | \$8,393  |          |          |
| Residential Loan Average          | \$ | 11,165 | \$ | 10,439 | \$      | 8,457   | \$6,192 | \$10,560 | \$10,603 | \$11,793 | \$10,508 |
| SPE Loan Average                  | \$ | 9,823  | \$ | 8,681  | \$5,998 | \$7,347 | \$7,936 | \$7,546  | \$7,208  |          |          |
| Average Aid Award as % of COA     | \$ | 15,330 |    |        |         | 46.84%  |         |          | 71.35%   |          |          |

| Student Loans Default Rate Cohort                          | 2014  | 2015  | 2016  | 2017  | 2018  | 2019 | 2020 | 2021 |
|--|-------|-------|-------|-------|-------|------|------|------|
| <b>Student Loan Default Rate - CCK</b>                     | 21.9% | 27.7% | 27.3% | 21.3% | 13.0% |      |      |      |
| <i>Student Loan Default Rate - 4 year Private Nat. Avg</i> |       | 6.6%  | 6.3%  | 6.5%  |       |      |      |      |

| SAS Admissions Funnel | Fall 2013 | Fall 2014 | Fall 2015 | Fall 2016 | Fall 2017 | Fall 2018 | Fall 2019 | Fall 2020 |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Applications          |           | 454       | 708       | 632       | 815       | 579       | 411       | 527       |
| Admits                |           | 192       | 296       | 339       | 369       | 260       | 221       | 287       |
| Enrolled              |           | 94        | 102       | 91        | 164       | 150       | 102       | 100       |

## Athletics Overview

|   |    |              |
|---|----|--------------|
| 1. Annual Tuition & Fees for Full Time Traditional Students | \$ | 28,700       |
| 2. Fall Headcount (Traditional)                             |    | 275          |
| 3. Athletic Headcount                                       |    | 248          |
| 4. Percentage of Athletes to Fall Students                  |    | 90%          |
| 5. Number of Non-Athletes                                   |    | 18           |
| 6. Total Institutional Aid for non-athletes                 |    | \$319,382.00 |
| 7. Average Institutional Aid for Non-Athletes               | \$ | 17,743.44    |
| 8. Average Net Cost for Non-Athletes                        | \$ | 10,956.56    |

| Sport             | Aid Term | Roster | Total Inst. Aid | Average Aid        | Average Net Cost   | AVG Net Cost + RB  | Ratio Athl/Non-Athl | GBR        |
|-------------------|----------|--------|-----------------|--------------------|--------------------|--------------------|---------------------|------------|
| Baseball          | Fall 20  | 45     | \$715,440.00    | \$15,898.67        | \$12,801.33        | \$19,961.33        | 0.90                | 55%        |
| Basketball (M)    | Fall 20  | 29     | \$552,023.00    | \$19,035.28        | \$9,664.72         | \$16,824.72        | 1.07                | 66%        |
| Basketball (W)    | Fall 20  | 15     | \$334,254.00    | \$22,283.60        | \$6,416.40         | \$13,576.40        | 1.26                | 77%        |
| Cheer             | Fall 20  | 4      | \$62,250.00     | \$15,562.50        | \$13,137.50        | \$20,297.50        | 0.88                | 54%        |
| Cross Country (M) | Fall 20  |        |                 |                    |                    |                    |                     | 0%         |
| Cross Country (W) | Fall 20  | 1      | \$12,500.00     | \$12,500.00        | \$16,200.00        | \$23,360.00        | 0.70                | 43%        |
| Golf (M)          | Fall 20  | 9      | \$161,708.00    | \$17,967.56        | \$10,732.44        | \$17,892.44        | 1.01                | 62%        |
| Golf (W)          | Fall 20  | 5      | \$94,746.00     | \$18,949.20        | \$9,750.80         | \$16,910.80        | 1.07                | 65%        |
| Soccer (M)        | Fall 20  | 39     | \$835,534.00    | \$21,423.95        | \$7,276.05         | \$14,436.05        | 1.21                | 74%        |
| Soccer (W)        | Fall 20  | 22     | \$441,876.00    | \$20,085.27        | \$8,614.73         | \$15,774.73        | 1.13                | 69%        |
| Softball          | Fall 20  | 34     | \$595,404.00    | \$17,511.88        | \$11,188.12        | \$18,348.12        | 0.99                | 60%        |
| Volleyball (M)    | Fall 20  | 3      | \$70,104.00     | \$23,368.00        | \$5,332.00         | \$12,492.00        | 1.32                | 81%        |
| Volleyball (W)    | Fall 20  | 15     | \$317,926.00    | \$21,195.07        | \$7,504.93         | \$14,664.93        | 1.19                | 73%        |
| Wrestling (M)     | Fall 20  | 14     | \$229,676.00    | \$16,405.43        | \$12,294.57        | \$19,454.57        | 0.92                | 57%        |
| Wrestling (W)     | Fall 20  | 13     | \$216,700.00    | \$16,669.23        | \$12,030.77        | \$19,190.77        | 0.94                | 57%        |
| Non-Athletes      | Fall 20  | 18     | \$319,382.00    | \$17,743.44        | \$10,956.56        | \$18,116.56        | 1.00                | 61%        |
| <b>Average</b>    |          |        |                 | <b>\$18,489.69</b> | <b>\$10,210.31</b> | <b>\$17,370.31</b> | <b>\$ 1.04</b>      | <b>60%</b> |

\*These aid amounts are based on what was awarded to athletes in the fall, and is not necessarily equivalent the amount of aid disbursed in the year.

## Human Resource Data - IPEDS

|  | Fall 2014  | Fall 2015  | Fall 2016  | Fall 2017  | Fall 2018 | Fall 2019 | Fall 2020 |
|--|------------|------------|------------|------------|-----------|-----------|-----------|
| 11-0000 Management Occupations   | 5          | 12         | 14         | 11         | 9.33      | 9         | 11        |
| 13-0000 Business and Financial Operations                                    | 2          | 2          | 3          | 4          | 2         | 2.33      | 1         |
| 15-0000 Computer and Mathematical Occupations                                | 2          | 1          | 1          | 1          | 1         | 1         | 1         |
| 21/23/27 Community, Social Service, Sports and Media Occupations (21+23+27)  | 13.327     | 10         | 14.64      | 17         | 14.29     | 18.64     | 14        |
| 25-0000 Education, Training and Library Occupations (SAS)                    | 23         | 24         | 24.97      | 21         | 20        | 21        | 14        |
| 25-0000 Education, Training and Library Occupations (SPE)                    | 23.976     | 26         | 20.79      | 24         | 18.15     | 15.51     | 15.33     |
| 25-0000 Student and Academic Affairs and Other Education Service Occupations | 25.332     | 18         | 18.32      | 17         | 12.33     | 0         | 10        |
| 25-4020 Librarians   | 1          | 1          | 1          | 1          | 1         | 1         | 1         |
| 25-4030 Library Technician   | 0.666      | 1          | 1          | 1          | 1         | 1         | 1         |
| 29-0000 Healthcare Practitioners and Tech Occupations                        |            | 1          | 1          | 1          | 1         | 2         | 1         |
| 31/33/35/37/39 Service Occupations   | 0.666      | 1          | 1.33       | 0          | 0         | 0         | 4         |
| 41-0000 Sales and Related Occupations  |            |            |            |            |           |           | 1         |
| 43-0000 Office and Administrative Support                                    | 13.665     | 12         | 13.32      | 11         | 8.99      | 10.32     | 11        |
| 45/47/49-0000 Maintenance Occupations  | 3.666      | 1          | 1.32       | 1          | 0.33      | 0.66      | 0         |
| 53-0000 Transportation and Material Moving Occupations                       |            | 0          | 0.33       | 0          | 0.99      | 0.99      | 0.3       |
| <b>Total (FTE)</b>   | <b>114</b> | <b>110</b> | <b>116</b> | <b>110</b> | <b>90</b> | <b>83</b> | <b>86</b> |

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.

|  | 2014-2015  | 2015-2016  | 2016-2017  | 2017-2018  | 2018-2019  | 2019-2020  | 2020-2021  |
|--|------------|------------|------------|------------|------------|------------|------------|
| <b>Staffing Headcount - By Office</b>        |            |            |            |            |            |            |            |
| Executive Team                               | 7          | 6          | 7          | 6          | 5          | 6          | 7          |
| Foundation Staff                             |            |            |            |            |            | 4          | 5          |
| Administrative Staff                         | 74         | 78         | 74         | 78         | 49         | 26         | 26         |
| Athletic Staff                               |            |            |            |            |            | 11         | 12         |
| <b>STAFF</b>                                 | <b>81</b>  | <b>84</b>  | <b>81</b>  | <b>84</b>  | <b>54</b>  | <b>47</b>  | <b>50</b>  |
| SAS Faculty                                  | 27         | 27         | 26         | 32         | 24         | 26         | 20         |
| SAS Adjuncts                                 | 17         | 18         | 11         | 4          | 8          | 8          | 12         |
| SPE Faculty (adjuncts)                       | 84         | 85         | 84         | 59         | 54         | 49         | 46         |
| Dual Credit (Adjunct)                        | 50         | 46         | 46         | 34         | 21         | 18         | 18         |
| <b>FACULTY</b>                               | <b>178</b> | <b>176</b> | <b>167</b> | <b>129</b> | <b>107</b> | <b>101</b> | <b>96</b>  |
| <b>TOTAL HEADCOUNT (Faculty &amp; Staff)</b> | <b>259</b> | <b>260</b> | <b>248</b> | <b>213</b> | <b>161</b> | <b>148</b> | <b>146</b> |

## ENDS

| New  | Goal                                  | 2016-2017   | 2017-2018    | 2018-2019 | 2019-2020   | 2020-2021 |
|--|---------------------------------------|-------------|--------------|-----------|-------------|-----------|
| Heart: M-GUDS-S Diversity Scale                          | 3.01-4.44 (Proficient); ≥ 4.5 (Ideal) | 3.02        | 3.23         | 3.11      | 3.13        | 3.19      |
| Mind: CCTST  | ≥ 50% (Proficient); ≥75% (Ideal)      | 70.78       | 70.615       | 71.595    | 68.685      | 70.27     |
| Soul: Lifeway  | 3.01-4.44 (Proficient); ≥ 4.5 (Ideal) | 4.22        | 3.99         | 3.64      | 3.98        | 3.68      |
| Strength: Portfolio Completion                           | = 100% Completion                     | 90%         | 86%          | 96%       | 100%        | 91%       |
| Strength: Placement Ratio                                | Placement Scores ≥ 85%                | 84%         | 75%          | 84%       | 70%         | 55%       |
| Soul: Lifeway - Pray in Faith                            | 3.01-4.44 (Proficient); ≥ 4.5 (Ideal) | 3.97        | 3.59         | 3.4       | 3.8         | 3.57      |
| Soul: Lifeway -Fellowship with Believers                 | 3.01-4.44 (Proficient); ≥ 4.5 (Ideal) | 4.14        | 4.01         | 3.9       | 4.16        | 4.08      |
| Soul: Lifeway - Abide in Christ                          | 3.01-4.44 (Proficient); ≥ 4.5 (Ideal) | 4.43        | 4.24         | 3.9       | 3.82        | 3.75      |
| Soul: Lifeway - Witness to the World                     | 3.01-4.44 (Proficient); ≥ 4.5 (Ideal) | 4.24        | 4.04         | 4.1       | 4.22        | 3.53      |
| Soul: Lifeway - Minister to Others                       | 3.01-4.44 (Proficient); ≥ 4.5 (Ideal) | 4.34        | 4.09         | 2.9       | 3.91        | 3.53      |
| Soul: Lifeway - Live in the World                        |                                       |             |              |           |             | 3.61      |
| Strength: Fitness Assessment                             | = 100% Completion                     | 93%         | 57%          |           | 85%         |           |
| <b>CCST National Average</b>                             |                                       | <b>75.5</b> | <b>75.14</b> | <b>74</b> | <b>73.9</b> |           |
| Fit Mind: California Critical Thinking Skills Test (SAS) |                                       | 72.24       | 71.6         | 73.13     | 69.31       | 70.27     |
| Fit Mind: California Critical Thinking Skills Test (SPE) |                                       | 69.32       | 69.63        | 70.06     | 68.06       |           |

## Alumni Data Points (Within 6-Months)

|   | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 |
|---|-----------|-----------|-----------|-----------|
| Likelihood to Recommend CCK                 | 79%       | 90%       | 95%       | 90%       |
| Entered Graduate School                     | 24%       | 14%       | 5%        | 45%       |
| Feel Adequately Prepared for Graduate Study | 100%      | 100%      | 100%      | 89%       |
| Employed                                    | 84%       | 100%      | 88%       | 89%       |
| Making above \$30,000                       | 58%       | 71%       | 46%       | 56%       |



|  |     |     |     |     |
|--|-----|-----|-----|-----|
| Degree Related Employment                      | 69% | 86% | 64% | 77% |
| Degree Applicability                           | 83% | 80% |     | 62% |
| Cultural and Relational Quality of Degree      | 93% | 94% |     | 83% |
| Spiritual & Environmental Quality of Degree    | 87% | 94% |     | 83% |
| Intellectual & Psychological Quality of Degree | 90% | 91% |     | 78% |
| Physical & Vocational Quality of Degree        | 83% | 94% | 71% | 76% |
|  |     |     | 95% |     |

### Student Satisfaction Survey Results (Student Development-SAS)

|                           | 2016-2017  | 2017-2018   | 2018-2019   | 2019-2020* | 2020-2021  |
|---------------------------|------------|-------------|-------------|------------|------------|
| 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        |            |            |
| <b>Overall</b>            | <b>3.8</b> | <b>3.64</b> | <b>3.84</b> | <b>N/A</b> | <b>N/A</b> |

### Exit Survey Results (SAS)

|   |          | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|---|----------|-----------|-----------|-----------|-----------|-----------|
| provides a quality education academically   | Internal | 3.07      | 3.34      | 3.25      | 3.32      | 4.25      |
| provides a quality education socially       | Internal | 3.09      | 3.31      | 3.23      | 3.27      | 4.09      |
| provides a quality education spiritually    | Lifeway  | 3.24      | 3.45      | 3.15      | 3.34      | 3.68      |
| provides a quality education physically     | Internal | 2.91      | 3.27      | 3.06      | 3.11      | 4.1       |
| 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 | 2020-2021 |
|---|-----------|-----------|-----------|-----------|-----------|
| I would like to join an organization that emphasizes getting to know people from different countries. | 2.73      | 3.09      | 2.81      | 2.91      | 2.90      |
| Persons with disabilities can teach me things I could not learn elsewhere.                            | 3.19      | 3.28      | 3.15      | 3.32      | 3.26      |
| Getting to know someone of another race is generally an uncomfortable experience for me.              | 1.79      | 3.41      | 3.27      | 3.41      | 3.73      |
| I would like to go to dances that feature music from other countries.                                 | 2.54      | 2.88      | 2.83      | 2.98      | 2.90      |

|  |      |      |      |      |      |
|--|------|------|------|------|------|
| 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 | 3.13 |
| I am only at ease with people of my race.  | 2.36 | 3.52 | 3.15 | 3.48 | 3.55 |
| I often listen to music of other countries.  | 1.65 | 2.66 | 2.74 | 2.61 | 2.87 |
| Knowing how a person differs from me greatly enhances our friendship.                                  | 3.03 | 3.20 | 3.17 | 3.07 | 3.00 |
| It's really hard for me to feel close to a person from another race.                                   | 1.63 | 3.58 | 3.49 | 3.34 | 3.68 |
| I am interested in learning about the many cultures that have existed in this world.                   | 2.99 | 3.43 | 3.19 | 3.25 | 3.19 |
| 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 | 3.13 |
| It is very important that a friend agrees with me on most issues.                                      | 2.16 | 2.83 | 2.70 | 2.86 | 2.97 |
| I attend events where I might get to know people from different racial backgrounds.                    | 2.79 | 3.08 | 3.06 | 2.82 | 2.87 |
| Knowing about the different experiences of other people helps me understand my own problems better.    | 3.09 | 3.32 | 3.06 | 3.07 | 3.13 |
| I often feel irritated by persons of a different race.   | 1.61 | 3.62 | 3.51 | 3.41 | 3.61 |

### First-Time, Full-Time Freshman Entry Scores

|                 |      |      |      |      |      |      |      |      |
|-----------------|------|------|------|------|------|------|------|------|
| Average ACT     | 22   | 20   | 21   | 21   | 20   | 20   | 18   | 18   |
| Average HS GPA  | 3.33 | 2.99 | 3.19 | 3.14 | 3.06 | 3.27 | 3.16 | 3.26 |
| FTFT Fr. Cohort | 105  | 90   | 81   | 79   | 125  | 113  | 63   | 124  |

### ACT Score

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

### Average Course Size (SAS)

|                         |              |              |              |             |             |              |              |             |
|-------------------------|--------------|--------------|--------------|-------------|-------------|--------------|--------------|-------------|
| Fall Courses            | 118          | 113          | 115          | 293         | 282         | 163          | 139          | 159         |
| Fall Course Enrollments | 1503         | 1448         | 1400         | 2132        | 2173        | 1733         | 1456         | 1509        |
| <b>Avg. Course Size</b> | <b>12.74</b> | <b>12.81</b> | <b>12.17</b> | <b>7.28</b> | <b>7.71</b> | <b>10.63</b> | <b>10.47</b> | <b>9.49</b> |

### Degrees Awarded

|  | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Associate of Arts                                | 11        | 7         | 9         | 16        | 12        | 18        | 23        | 32        |
| Associate in Criminal Justice                    |           |           |           |           |           | 3         | 7         | 1         |
| Associate in General Studies                     | 2         | 5         | 2         | 1         |           | 1         |           |           |
| Bachelor of Arts                                 |           |           |           |           | 1         | 8         | 9         | 12        |
| Bachelor of Education                            |           |           |           |           |           |           | 3         | 4         |
| Bachelor of Science                              | 32        | 29        | 34        | 42        | 47        | 27        | 23        | 13        |
| Bachelor of Science in Business                  | 11        | 11        | 31        | 46        | 43        | 36        | 24        | 26        |
| Bachelor of Science in Criminal Justice          | 56        | 44        | 53        | 45        | 66        | 50        | 24        | 32        |
| Bachelor of Science in Healthcare Administration | 1         | 8         | 6         | 7         | 10        | 10        | 8         | 10        |
| Bachelor of Science in Interdisciplinary Studies |           |           |           |           |           |           |           |           |
| Bachelor of Science in Ministry                  | 3         | 13        | 7         | 8         | 2         | 1         | 2         |           |
| Bachelor of Science in Psychology                |           |           | 2         | 6         | 4         | 2         | 17        | 12        |
| Bachelor of Business Administration              |           | 10        | 14        | 6         | 4         |           | 4         | 14        |
| Bachelor of Arts in Ministry                     |           |           |           | 3         | 2         | 2         | 6         | 3         |

|                                |            |            |            |            |            |            |            |            |
|--------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Bachelor of Sport Science      |            |            |            |            |            | 1          | 6          | 9          |
| Bachelor of Music              |            |            |            |            |            | 1          | 1          | 1          |
| Bachelor of Physical Education |            |            |            |            |            | 1          |            |            |
| <b>Grand Total</b>             | <b>116</b> | <b>127</b> | <b>158</b> | <b>180</b> | <b>191</b> | <b>161</b> | <b>157</b> | <b>169</b> |

### Graduating Majors (SAS)

|                                 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Associate of General Studies    | 2         | 5         | 1         | 1         | 0         | 1         | 0         | 0         |
| Associate of Arts               | 11        | 7         | 8         | 10        | 3         | 6         | 3         | 7         |
| BS: Aviation Management         | 0         | 0         | 0         | 1         | 0         | 0         | 0         | 1         |
| BSB: Accounting                 | 0         | 1         | 1         | 1         | 3         | 2         | 1         | 2         |
| BSB: Management                 | 6         | 1         | 5         | 8         | 7         | 8         | 5         | 8         |
| BSB: Marketing                  |           |           |           |           | 2         | 0         | 0         | 2         |
| BSB: Entrepreneurship           | 0         | 1         | 0         | 2         | 0         | 0         | 0         | 0         |
| BSB: Organizational Leadership  | 5         | 6         | 0         | 4         | 1         | 0         | 0         | 0         |
| BSB: Risk Management            | 0         | 0         | 0         | 0         | 0         | 1         | 0         | 0         |
| BSM: General/Applied            | 0         | 2         | 1         | 0         | 0         | 0         | 2         | 2         |
| BSM: Pastoral                   | 0         | 1         | 0         | 2         | 1         | 0         | 2         | 0         |
| BSM: Worship Arts               | 0         | 2         | 0         | 1         | 0         | 0         | 2         | 0         |
| BSM: Youth/Student              | 0         | 3         | 2         | 3         | 2         | 3         | 0         | 1         |
| Contemporary Christian Music    | 0         | 1         | 2         | 1         | 1         | 0         | 2         | 1         |
| Communication: Mass Media       | 3         | 0         | 0         | 1         | 3         | 2         | 2         | 5         |
| Communication: ORG COM          | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         |
| Communication: Public Relations | 0         | 1         | 0         | 0         | 0         | 0         | 0         | 2         |
| Communication: Speech/Theatre   | 0         | 2         | 0         | 0         | 0         | 0         | 0         | 0         |
| Criminal Justice                |           |           |           | 1         | 2         | 5         | 1         | 7         |
| Education: Elementary           | 1         | 1         | 2         | 6         | 3         | 1         | 2         | 1         |
| Education: English              | 1         | 0         | 0         | 0         | 0         | 0         | 2         | 1         |
| Education: History              | 2         | 1         | 0         | 0         | 1         | 0         | 1         | 0         |
| Education: Math                 | 1         |           | 0         | 0         | 0         | 0         | 0         | 0         |
| Education: PE                   | 0         | 1         | 0         | 3         | 1         | 1         | 0         | 1         |
| English                         | 1         | 2         | 2         | 0         | 0         | 1         | 0         | 0         |
| Exercise Science                | 3         | 3         | 8         | 5         | 11        | 3         | 8         | 9         |
| History                         | 2         | 1         | 0         | 0         | 0         | 2         | 0         | 0         |

|                            |           |           |           |           |           |           |           |           |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Liberal Studies            | 4         | 3         | 4         | 5         | 5         | 4         | 2         | 3         |
| Music                      | 1         | 1         | 0         | 0         | 0         | 3         | 0         | 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   | 1         | 0         | 2         | 2         | 2         | 2         | 3         | 2         |
| Natural Science: Chemistry | 1         | 2         | 0         | 1         | 1         | 0         | 1         | 0         |
| Natural Science: Health    | 0         | 1         | 1         | 1         | 0         | 1         | 0         | 0         |
| Natural Science: Math      | 0         | 0         | 1         | 0         | 1         | 0         | 0         | 0         |
| Psychology                 | 2         | 5         | 3         | 10        | 10        | 7         | 6         | 4         |
| Pre-Law                    | 0         | 1         | 0         | 0         | 0         | 2         | 0         | 1         |
| Social Science             | 3         | 2         | 0         | 0         | 0         | 0         | 0         | 0         |
| Sport Management           | 6         | 1         | 8         | 5         | 7         | 5         | 8         | 3         |
| <b>Total</b>               | <b>56</b> | <b>58</b> | <b>51</b> | <b>74</b> | <b>67</b> | <b>60</b> | <b>53</b> | <b>63</b> |

# TIGERS - End of Course Evaluation Scores

## SAS Data

| Question Content  | Quest | SP18 | FA18 | SP19 | FA19 | SP20 | FA20 | SP21 |
|---|-------|------|------|------|------|------|------|------|
| My instructor allowed freedom of expression             | Q01   | 4.74 | 4.62 | 4.54 | 4.52 | 4.61 | 4.70 | 4.69 |
| My instructor answered all of my questions              | Q02   | 4.67 | 4.63 | 4.5  | 4.56 | 4.57 | 4.67 | 4.66 |
| My instructor discussed current developments            | Q03   | 4.63 | 4.45 | 4.33 | 4.37 | 4.43 | 4.60 | 4.57 |
| My instructor encouraged excellence                     | Q04   | 4.75 | 4.63 | 4.57 | 4.6  | 4.65 | 4.71 | 4.71 |
| My instructor engaged students in the course            | Q05   | 4.66 | 4.57 | 4.46 | 4.49 | 4.56 | 4.66 | 4.69 |
| My instructor explained the subject matter              | Q06   | 4.63 | 4.58 | 4.49 | 4.53 | 4.56 | 4.67 | 4.67 |
| My instructor graded my work fairly                     | Q07   | 4.7  | 4.64 | 4.54 | 4.62 | 4.61 | 4.69 | 4.68 |
| My instructor helped me engage with the subject         | Q08   | 4.62 | 4.51 | 4.37 | 4.44 | 4.48 | 4.61 | 4.62 |
| My instructor promoted discussion                       | Q09   | 4.62 | 4.48 | 4.39 | 4.45 | 4.51 | 4.66 | 4.64 |
| My instructor provided adequate feedback on assignments | Q10   | 4.59 | 4.45 | 4.34 | 4.44 | 4.52 | 4.60 | 4.56 |
| My instructor provided timely feedback on assignments   | Q11   | 4.53 | 4.47 | 4.36 | 4.44 | 4.55 | 4.59 | 4.52 |
| My instructor shared Christian perspectives             | Q12   | 4.6  | 4.44 | 4.43 | 4.37 | 4.4  | 4.57 | 4.60 |
| My instructor was accessible to me                      | Q13   | 4.68 | 4.61 | 4.52 | 4.48 | 4.58 | 4.64 | 4.63 |
| My instructor was courteous to students                 | Q14   | 4.76 | 4.66 | 4.59 | 4.6  | 4.62 | 4.70 | 4.74 |
| My instructor was enthusiastic about the subject        | Q15   | 4.77 | 4.66 | 4.59 | 4.62 | 4.63 | 4.71 | 4.75 |
| Overall, I rate this instructor as excellent            | Q16   | 4.69 | 4.63 | 4.46 | 4.57 | 4.96 | 4.67 | 4.71 |
| Overall, I rate this course as excellent                | Q17   | 4.5  | 4.45 | 4.3  | 4.31 | 4.76 | 4.52 | 4.52 |
| Overall, I learned a great deal in this course          | Q18   | 4.48 | 4.48 | 4.3  | 4.36 | 4.68 | 4.55 | 4.59 |

|  |     |      |      |      |      |      |      |      |
|--|-----|------|------|------|------|------|------|------|
| The course enhanced my vocational or educational goals                       | Q19 | 4.5  | 4.39 | 4.23 | 4.32 | 4.48 | 4.50 | 4.55 |
| The course text or readings were helpful and enhanced my learning experience | Q20 | 4.42 | 4.31 | 4.27 | 4.26 | 4.48 | 4.47 | 4.53 |
| The course challenged me to engage diverse ideas.                            | Q21 | 4.5  | 4.37 | 4.3  | 4.33 | 4.84 | 4.53 | 4.53 |
| The course challenged me to think critically.                                | Q22 | 4.57 | 4.41 | 4.37 | 4.42 | 4.88 | 4.54 | 4.60 |
| The course challenged me to develop spiritually.                             | Q23 | 4.2  | 4.1  | 3.94 | 4.04 | 4.76 | 4.30 | 4.34 |
| The course challenged me to develop skills & proficiencies.                  | Q24 | 4.52 | 4.5  | 4.36 | 4.47 | 4.56 | 4.55 | 4.56 |
| The use of classroom technology enhanced my course experience.               | Q25 | 3.7  | 4.08 | 3.99 | 4.03 | 3.92 | 4.34 | 4.47 |

|  |      |    |    |    |    |    |    |    |
|--|------|----|----|----|----|----|----|----|
| I look forward to taking another course taught by this instructor            | Q26  | ND | ND | ND | ND | ND | ND | ND |
| My instructor was well prepared for class.                                   | Q27  | ND | ND | ND | ND | ND | ND | ND |
| My instructor presented material that was interesting and held my attention. | Q28  | ND | ND | ND | ND | ND | ND | ND |
| My instructor was dynamic and energetic.                                     | Q 29 | ND | ND | ND | ND | ND | ND | ND |
| My instructor demonstrated a genuine interest in the students.               | Q 30 | ND | ND | ND | ND | ND | ND | ND |
| My instructor found ways to help students answer their own questions.        | Q 31 | ND | ND | ND | ND | ND | ND | ND |
| The lectures were helpful and enhanced my learning experience                | Q20  | ND | ND | ND | ND | ND | ND | ND |
| The course was sufficiently challenging                                      | Q21  | ND | 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 | ND | ND | ND | ND | ND | ND |
| The syllabus and course expectations were clear                              | Q17  | ND | ND | ND | ND | ND | ND | ND |

## SPE End of Course Evaluations Data

| Question content  | Question | FA - 2018 | SP - 2019 | FA - 2019 | SP - 2020 | FA - 2020 | SP - 2021 |
|---|----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <i>Instructor</i>   |          |           |           |           |           |           |           |
| Freedom of expression   | Q1       | 5.39      | 4.60      | 4.62      | 4.71      | 4.75      | 4.73      |
| Answered questions  | Q2       | 5.17      | 4.56      | 4.45      | 4.58      | 4.69      | 4.64      |
| Discussed current developments                                | Q3       | 4.99      | 4.28      | 4.23      | 4.34      | 4.49      | 4.42      |
| Encouraged excellence   | Q4       | 5.33      | 4.56      | 4.48      | 4.59      | 4.72      | 4.67      |
| Engaged students  | Q5       | 5.17      | 4.41      | 4.31      | 4.44      | 4.59      | 4.56      |
| Explained subject matter                                      | Q6       | 5.17      | 4.44      | 4.38      | 4.46      | 4.61      | 4.54      |
| Graded work fairly  | Q7       | 5.36      | 4.65      | 4.54      | 4.67      | 4.77      | 4.67      |
| Helped me engage  | Q8       | 5.04      | 4.39      | 4.27      | 4.41      | 4.58      | 4.51      |
| Promoted discussions  | Q9       | 5.21      | 4.47      | 4.36      | 4.47      | 4.64      | 4.58      |
| Adequate feedback   | Q10      | 5.14      | 4.46      | 4.28      | 4.46      | 4.62      | 4.51      |
| Timely feedback   | Q11      | 5.16      | 4.45      | 4.29      | 4.44      | 4.58      | 4.54      |
| Christian perspective   | Q12      | 4.93      | 4.39      | 4.33      | 4.43      | 4.59      | 4.49      |
| Accessible  | Q13      | 5.21      | 4.52      | 4.39      | 4.54      | 4.69      | 4.63      |
| Courteous to students   | Q14      | 5.46      | 4.69      | 4.60      | 4.74      | 4.79      | 4.75      |
| Enthusiastic about the material                               | Q15      | 5.27      | 4.57      | 4.48      | 4.59      | 4.73      | 4.67      |
| Excellent Instructor  | Q16      | 5.15      | 4.49      | 4.43      | 4.53      | 4.70      | 4.62      |
| Excellent Course  | Q17      | 5.09      | 4.42      | 4.31      | 4.45      | 4.64      | 4.57      |
| <i>Courseload</i>   |          |           |           |           |           |           |           |
| Average hours INSIDE classroom                                | Q18      |           | 11.10     | 8.63      | 8.43      | 8.44      | 8.73      |
| Average house OUTSIDE classroom                               | Q19      |           | 11.23     | 9.00      | 8.57      | 8.90      | 9.32      |
| Assessments corresponded to material                          | Q20      | 5.30      | 4.75      | 4.64      | 4.68      | 4.75      | 4.73      |
| Syllabus expectations were clear                              | Q21      | 5.27      | 4.75      | 4.62      | 4.67      | 4.78      | 4.73      |
| Live lectures enhanced the course                             | Q24      | 4.94      | 4.23      | 4.20      | 4.20      | 4.43      | 4.31      |
| Directions provided for assignments and activities were clear | Q25      | 5.13      | 4.63      | 4.50      | 4.52      | 4.67      | 4.62      |
| <i>CCK Mission</i>  |          |           |           |           |           |           |           |
| Challenged to engage diverse ideas and viewpoints             | Q26      |           | 4.65      | 4.50      | 4.60      | 4.71      | 4.67      |
| Challenged to think critically                                | Q27      |           | 4.71      | 4.58      | 4.66      | 4.79      | 4.76      |
| Challenged to develop spiritually                             | Q28      |           | 4.3       | 4.21      | 4.23      | 4.46      | 4.37      |
| Challenged to develop skills & proficiencies                  | Q29      |           | 4.61      | 4.48      | 4.59      | 4.73      | 4.68      |



## Modified Risk Assessment Composite Index

| Index Components                                   | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|--|---------|---------|---------|---------|---------|
| <i>Weighted Primary Reserve Ratio (25%)</i>        | 0.09    | 0.16    | -0.02   | -0.02   | 0.12    |
| <i>Weighted Equity Ratio (12.5 %)</i>              | 0.2875  | 0.3     | 0.2375  | 0.2625  | 0.28125 |
| <i>Weighted Return on Net Assets Ratio (12.5%)</i> | 0.38    | -0.13   | -0.13   | 0.38    | 0.38    |
| <i>Weighted Net Operating Revenues Ratio (25%)</i> | 0.75    | 0.50    | -0.25   | 0.72    | 0.20    |
| <i>Updated Weighted 16 Risk Factors (25%)</i>      | -0.25   | 0       | -0.25   | 0       | 0       |
| <b>MRA Index (Single Year)</b>                     | 1.25    | 0.84    | -0.41   | 1.34    | 0.98    |

| Primary Reserve Ratio                            | FY 2016          | FY 2017          | FY 2018           | FY 2019           | FY 2020          |
|--|------------------|------------------|-------------------|-------------------|------------------|
| Unrestricted Net Assets                          | \$ (630,664.00)  | \$ (410,389.00)  | \$ (1,658,750.00) | \$ (1,143,686.00) | \$ (981,578.00)  |
| Temporarily Restricted Net Assets                | \$ 201,396.00    | \$ 287,004.00    | \$ 244,997.00     | \$ 345,917.00     | \$ 612,273.00    |
| - Land, Building, Equipment, net of depreciation | \$ 6,727,578.00  | \$ 7,135,088.00  | \$ 7,151,750.00   | \$ 7,671,516.00   | \$ 7,154,120.00  |
| Long-term Debt                                   | \$ 7,783,974.00  | \$ 8,376,229.00  | \$ 8,380,533.00   | \$ 8,333,908.00   | \$ 8,315,725.00  |
| Total Expenses                                   | \$ 13,101,374.00 | \$ 12,766,267.00 | \$ 15,029,694.00  | \$ 12,797,681.00  | \$ 12,026,235.00 |
| Ratio  | 0.05             | 0.09             | -0.01             | -0.01             | 0.07             |
| Strength Factor                                  | 0.36             | 0.66             | -0.09             | -0.08             | 0.50             |
| Weighted Value (25%)                             | 0.09             | 0.16             | -0.02             | -0.02             | 0.12             |

| Equity Ratio                          | FY 2016          | FY 2017          | FY 2018          | FY 2019          | FY 2020          |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Net Assets                            | \$ 5,535,542.00  | \$ 6,015,957.00  | \$ 5,055,793.00  | \$ 5,935,358.00  | \$ 6,854,071.00  |
| Intangible Assets                     | \$ 398,575.00    | \$ 277,622.00    | \$ 170,002.00    | \$ 83,215.00     | \$ -             |
| Unsecured Related-party Receivables   | \$ 465,100.00    | \$ 437,566.00    | \$ 41,146.00     | \$ 65,416.00     | \$ 42,948.00     |
| Total Assets                          | \$ 16,887,757.00 | \$ 17,250,744.00 | \$ 16,379,755.00 | \$ 17,455,010.00 | \$ 18,177,925.00 |
| - Intangible Assets                   | \$ 398,575.00    | \$ 277,622.00    | \$ 170,002.00    | \$ 83,215.00     | \$ -             |
| - Unsecured Related-party Receivables | \$ 465,100.00    | \$ 437,566.00    | \$ 41,146.00     | \$ 65,416.00     | \$ 42,948.00     |
| Ratio                                 | 0.399            | 0.407            | 0.326            | 0.352            | 0.380            |
| Strength Factor                       | 2.3              | 2.4              | 1.9              | 2.1              | 2.25             |
| Weighted Value (12.5%)                | 0.2875           | 0.3              | 0.2375           | 0.2625           | 0.28125          |

| Return on Net Assets Ratio | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|----------------------------|---------|---------|---------|---------|---------|
|                            |         |         |         |         |         |

|                        |                 |                 |                 |                 |                 |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Δ Net Assets           | \$ 1,287,053.00 | \$ 480,415.00   | \$ (960,164.00) | \$ 879,565.00   | \$ 918,713.00   |
| Total Net Assets (BoY) | \$ 4,248,490.00 | \$ 5,535,542.00 | \$ 6,015,957.00 | \$ 5,055,793.00 | \$ 5,935,358.00 |
| Ratio                  | 0.30            | 0.09            | -0.16           | 0.17            | 0.15            |
| Strength Factor        | 3.00            | -1.00           | -1.00           | 3.00            | 3.00            |
| Weighted Value (12.5%) | 0.38            | -0.13           | -0.13           | 0.38            | 0.38            |

| <b>Net Operating Revenues Ratio</b> | FY 2016          | FY 2017          | FY 2018           | FY 2019          | FY 2020          |
|-------------------------------------|------------------|------------------|-------------------|------------------|------------------|
| Δ Unrestricted Net Assets           | \$ 702,329.00    | \$ 220,275.00    | \$ (1,248,361.00) | \$ 515,064.00    | \$ (164,734.00)  |
| Total Unrestricted Revenue          | \$ 13,832,870.00 | \$ 13,023,389.00 | \$ 13,810,038.00  | \$ 13,347,003.00 | \$ 11,897,660.00 |
| Ratio                               | 0.05             | 0.02             | -0.09             | 0.04             | -0.01            |
| Strength Factor                     | 3.00             | 2.01             | -1.00             | 2.88             | 0.79             |
| Weighted Value (25%)                | 0.75             | 0.50             | -0.25             | 0.72             | 0.20             |

