

# 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)

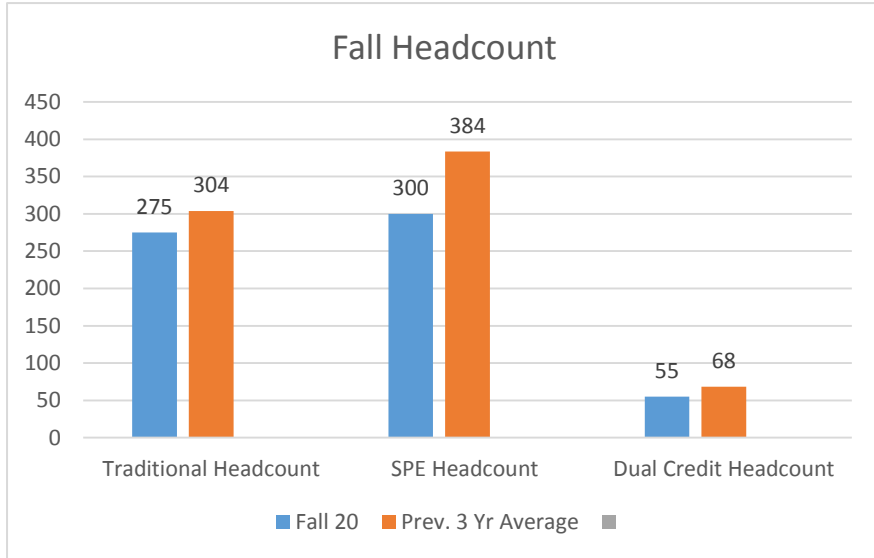
Associate	30
Bachelor	120
<b>Total</b>	<b>150</b>

### Outcomes 2019-20

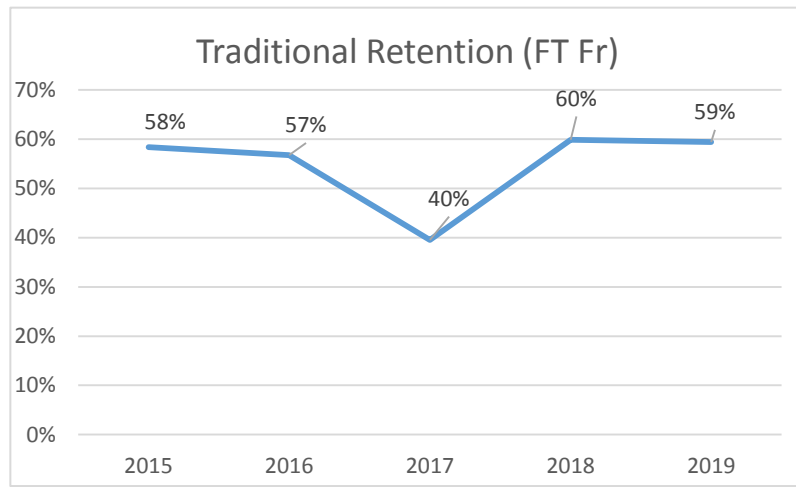
#### Core-4 Measures

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%

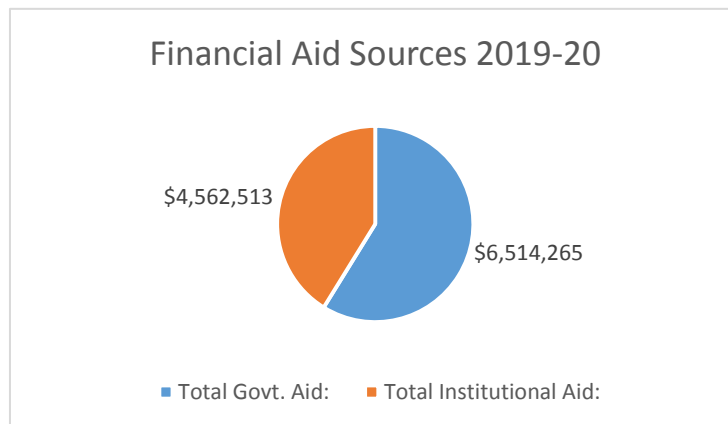
## Fall Enrollment Quick Glance



## 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 -
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## 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).

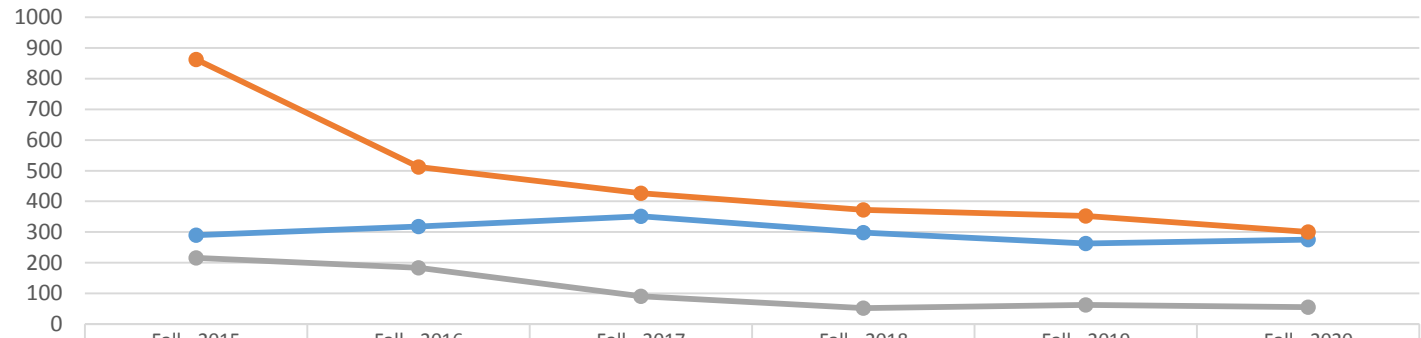
## Fall Enrollment Data

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>

### Enrollment Trends



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

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:  $(A+(B+(B*E)))-(C+D)$

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### 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

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### 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

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### 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>
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#### 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%
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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

