

COMMUNITY BY DESIGN KEY INDICATOR OVERVIEW

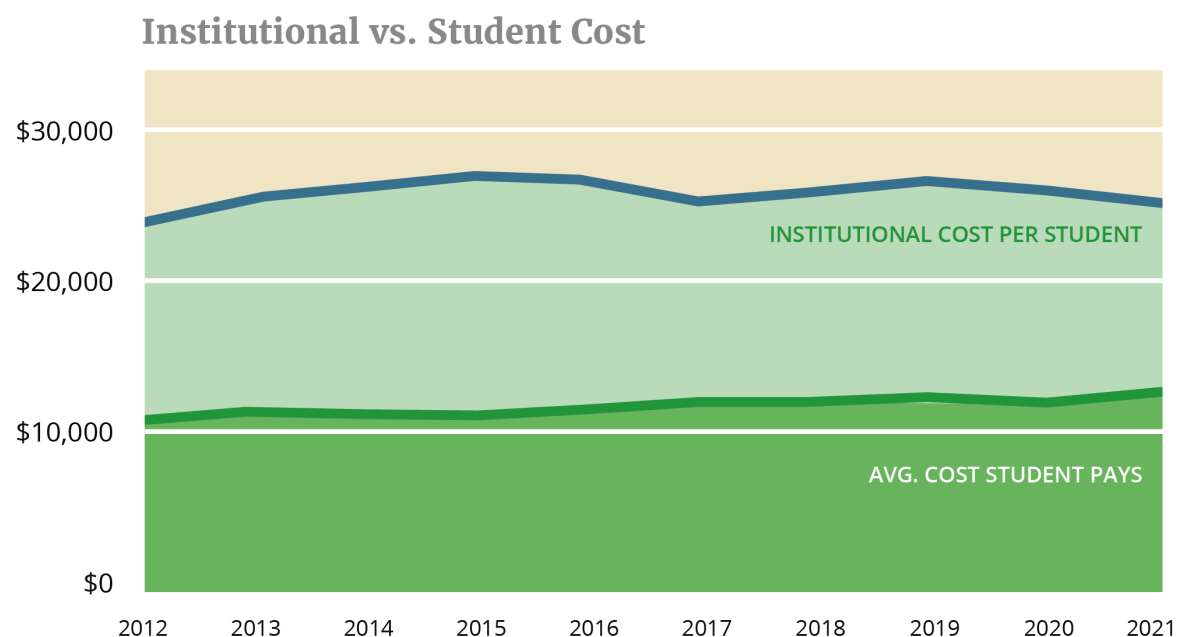
November 2021

Enrollment and Financial Dashboards

Key Performance Indicators for the 2021 fiscal year illustrate that MC has weathered the ongoing COVID-19 pandemic well. Although retention is the major concern, most financial indicators are up significantly due to increased enrollment, solid cost management, good fundraising results, and favorable market conditions for the endowment. MC's Department of Education comprehensive financial ratio is a perfect 3.0 this year. **(SP04_Community by Design KPIs 2021-22.)**

Table 1 represents the institution's cost per student versus what an average student pays. Both lines are trending in the correct direction, as the cost per student to the institution was down slightly and the average contribution the student made to the institution increased.

Table 1.



Cost per student has experienced modest fluctuations over the last ten years given MC's aggressive growth. Key metrics to watch include instruction, auxiliary expenses (room, board, fees), and compensation. There are more opportunities as MC grows to manage instruction through utilizing adjunct faculty and online technology, and auxiliary expenses by investing in our own residential properties rather than subleasing from property owners.

Table 2.

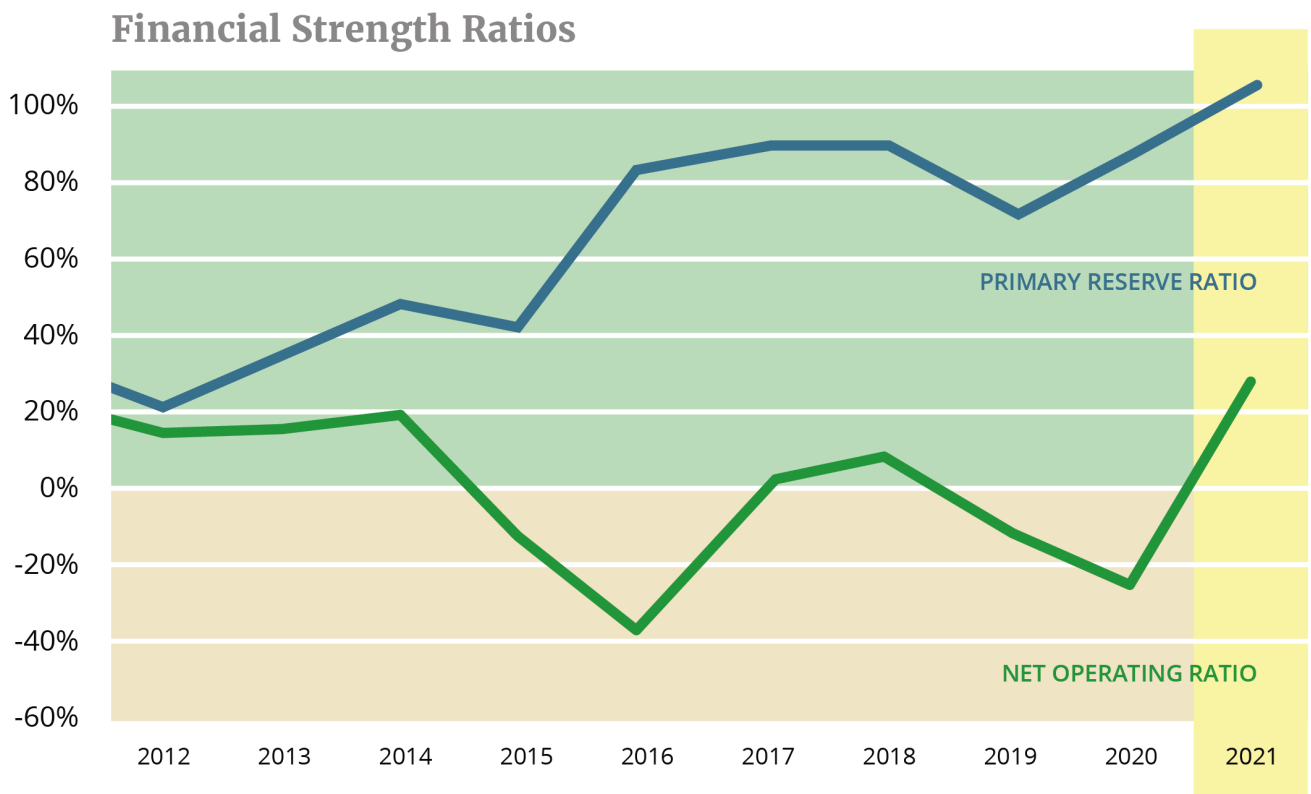
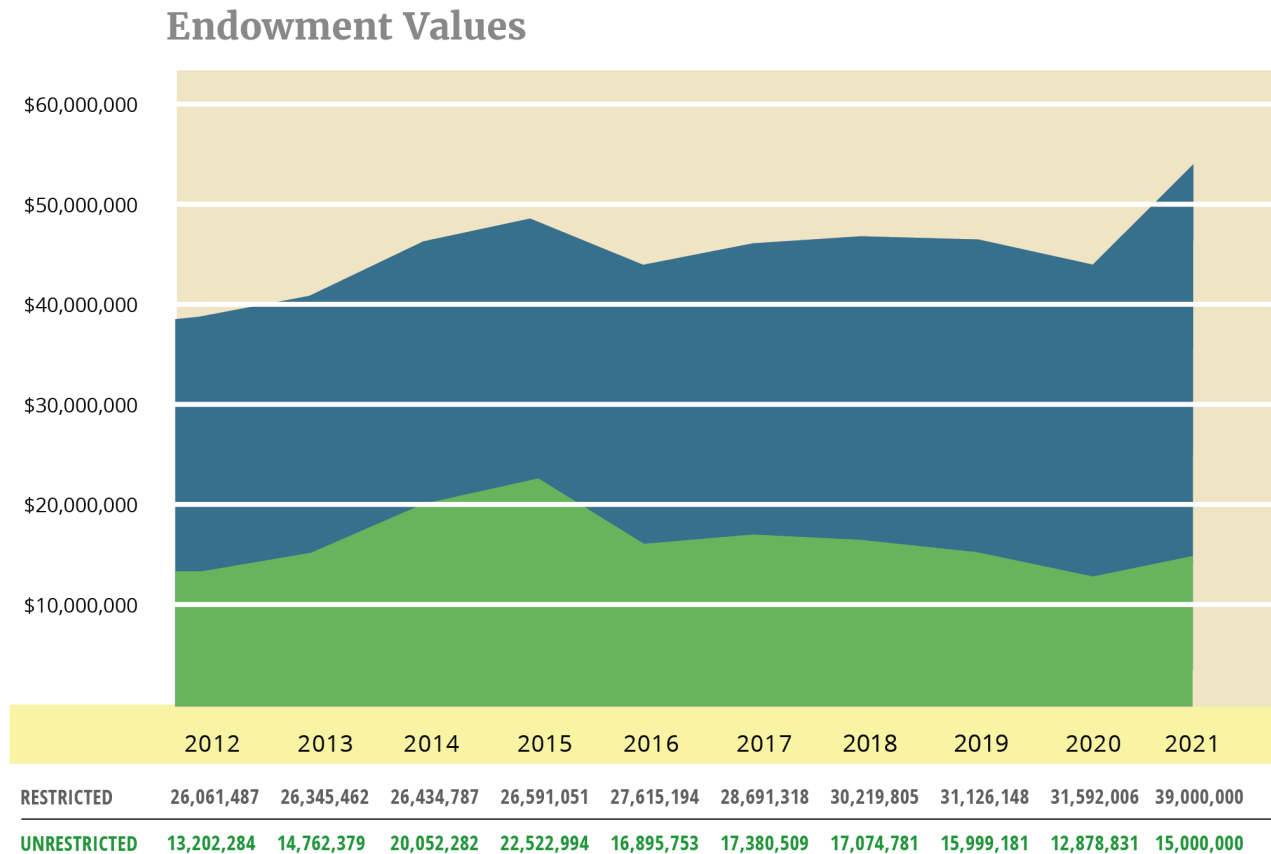


Table 2 represents MC's two most critical financial strength ratios. The primary ratio measures our ability to cover financial obligations, and for 2021 MC saw a nice increase. In addition, the net operating ratio which is driven by factors like net income and unrestricted assets significantly increased this year into more sustainable levels.

Factors like good market returns, solid operating results, and significant gifts impacted both ratios. Future considerations include new debt (which will be inevitable if MC decides to build a new residential property), unrestricted gifts and increases to net tuition revenue through new students and increased retention.

Table 3 illustrates the mix of restricted and unrestricted endowment assets. Donor restricted accounts total \$39M, while unrestricted estate bequests and earnings total nearly \$15M. Total endowment is up \$8.5M over last fiscal year. Good returns and additions to endowment contributed to this increase.

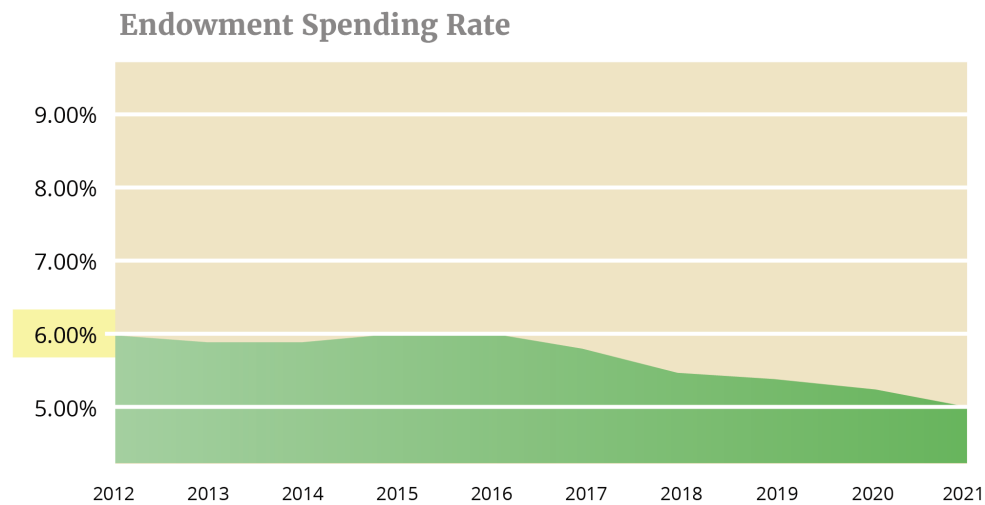
Table 3.



The *Building Community* campaign had a good year of capital gifts, while securing over \$2M of gifts to the endowment. It will be hard for MC to drive capital fundraising while also securing significant gifts to endowment because most of MC's major donors can only make a gift to either capital or endowment. Continued emphasis at every donor level (mega, large, medium, and small), on planned giving through estate gifts, and patience working the \$1B endowment plan is vital.

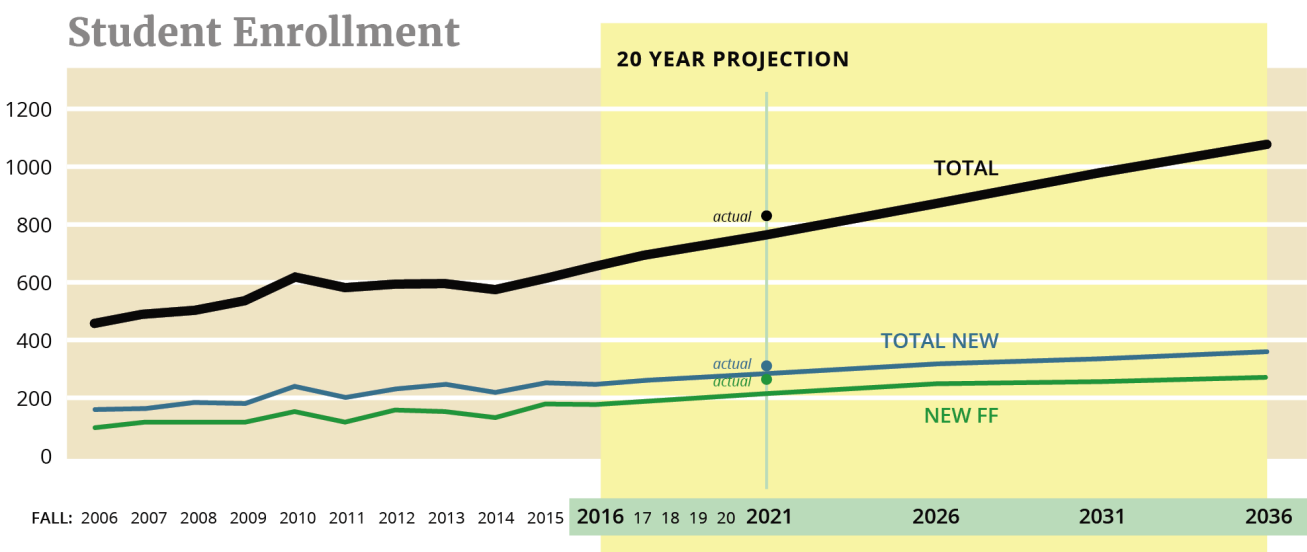
Table 4 illustrates the dollars spent as a percentage of the total endowment. In 2022, the spending rate will be below 5%.

Table 4.



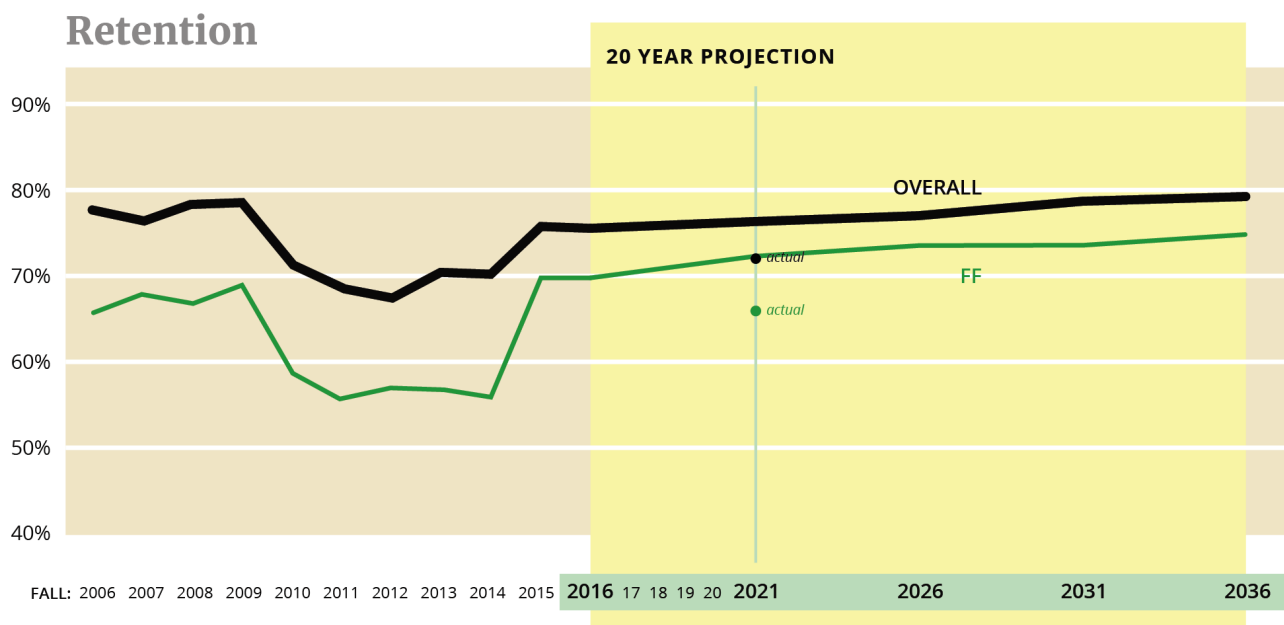
Enrollment is up 25% in the last five years and on a good trajectory to exceed 1200 students by 2036. **Table 5** shows good increases in new students as we surpassed 300 new students for the second straight year.

Table 5.



Retention rates of 80% for total students and 74% for first time freshman have been a challenge to maintain. There is still time to recover and stay on a path to 1500 students if we can see incremental improvements the next few years. **Table 6** illustrates the decrease in retention from the previous year.

Table 6.



Key Indicator Dashboards

There are two major blemishes on the dashboard reports. First, as expected, retention is off its benchmark and down from the previous year. Second, the percentage of pillar students (non-athlete/non-auto restoration) dropped 2% from the previous year. This drop is due to significant numbers of new athletes, not a drop in pillar students. MC recruited 17% more pillar students over the past year. In addition, the percentage of students identifying as female increased by 2%.

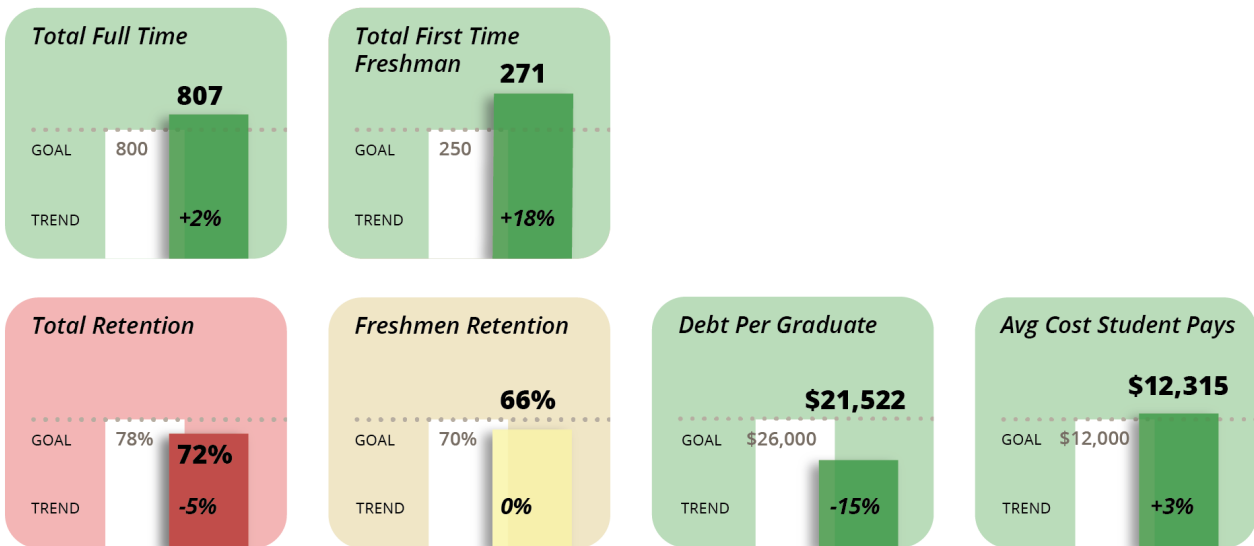
Substantial reductions in debt per graduate are a good sign of Student Debt Project impact. Other student engagement indicators of note include high career placement rates and a major reduction in service hours, which was directly affected by the COVID-19 pandemic.

The student/faculty ratio is well within our 14-16:1 range at 14.5:1, while all faculty ranks are now above the 75th percentile in Kansas private colleges, with the average salary falling in the 79th percentile. Finally, with a 92% job satisfaction rating from the *Chronicle of Higher Education*, MC was recognized for a 7th year in a row as a "Great College to Work For."

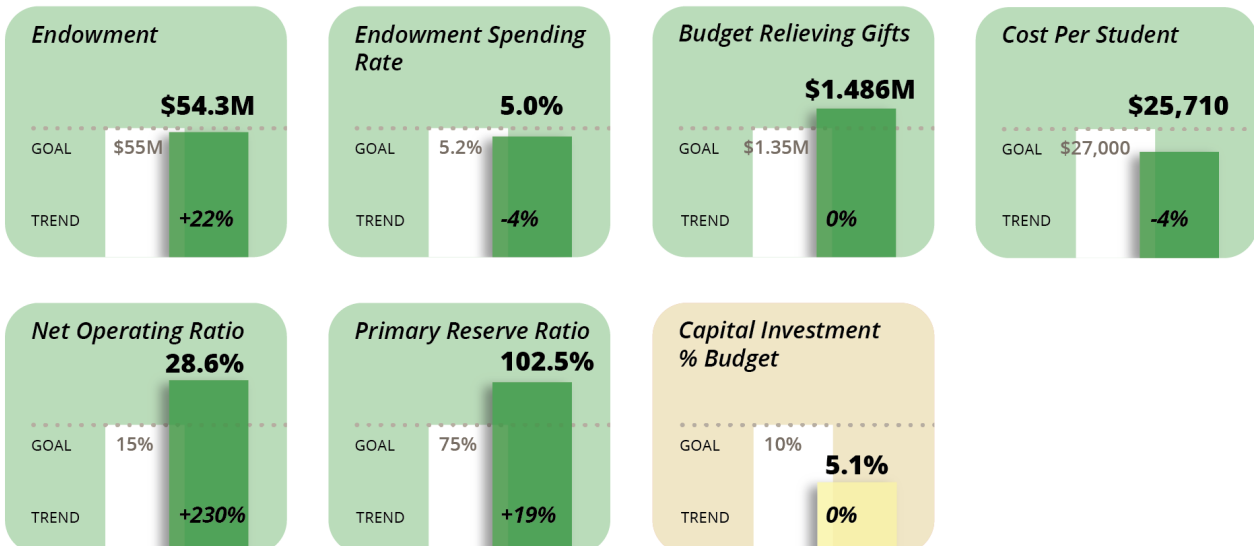
KEY INDICATOR DASHBOARD

green = on or ahead of target
yellow = mixed results
red = off target
trend = % change from fiscal year 2020 to fiscal year 2021

ENROLLMENT

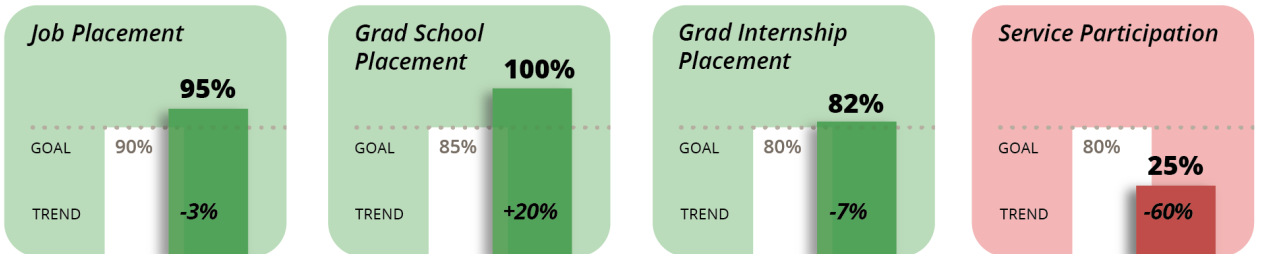


FINANCIAL

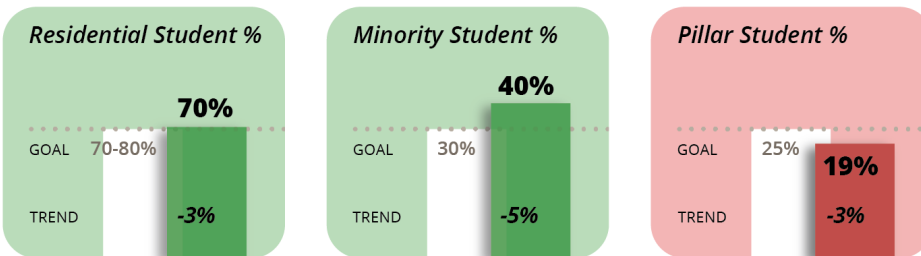




STUDENT ENGAGEMENT



STUDENT DEMOGRAPHICS



ACADEMIC CLIMATE

