**2018-19 Operational Assessment**

**Academics: Outcomes and Measures**Bruce Long, Dean of Nontraditional Programs and Institutional Effectiveness

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| **OUTCOME** | **MEASURE** | **DATA** | **ANALYSIS****(Incorporate last year’s actions and results)** | **PLANNING: INITIATIVES AND OBJECTIVES** |
| Serve 1: DCC will demonstrate more effective service to the Church by serving constituent congregations. | 1. DCC will minister to 8 distinct congregations each year through reciprocation.
 | • Taught *Acts* twice at Compass Christian Church as well as prayer reciprocation.• Did leadership consulting with Compass Christian Church, Town & Country CC (Yukon), Southwest CC (Ft. Worth), Community CC (Durant), Northwest CC (Taylor), Gallup CC (Gallup), and Crossbridge CC (Houston).• Provided pulpit supply over 200 times for various churches. | DCC worked closely with 7 churches at a leadership level. These consulting/teaching engagements mostly occurred because churches requested them. Last year it was recommended that we “up our game” by having someone coordinate a formal ministry called Restoration Ministries to actively serve congregations and their ministers. This could not happen because of budget and personnel bandwidth.DCC provided pulpit supply over 200 times for various churches. Last year this data did not include the pulpit supply, but that is one part of the reciprocal service to churches. This service is educational for the churches when full-time DCC employees preach and educational for students when they are able to get preaching experience in the field.  | **Recommendation:** This measure should remain a part of advancement, because it is important to maintain reciprocal relationships with constituent congregations. But it should be removed from assessment of Academics.**Recommendation**: With the strategic focus towards a leadership academy for churches, Academics should be focused on education for churches. “Collaboration 1” currently encompasses this focus. |
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| Curricular/Co-Curricular 1: DCC will demonstrate the revised curricular plan is helping to achieve the mission by accomplishing Institutional Goals 1, 2 and 3.  | 1. As a part of completing the senior exit survey process, 90% of graduating seniors will believe they understand God’s calling on their lives.
 | From the surveys of Fall and Spring graduates, 72% believed they understand calling and are at varying levels of understanding as to what theirs is. | • This is a decrease from last year. There was a lot less focus on calling this year in chapel and other co-curricular settings. That might explain the decrease.• It should also be noted that this is an indirect measure.• Last year’s recommendation was not pursued: An academic team should meet with a student development team and consider ways that Institutional Goals 1, 2, and 3 can be more effectively accomplished. It likely was not pursued because it seemed that this outcome was in good shape.  | **Recommendation**: An academic team should meet with a student development team to identify one of the first three Institutional Goals to collaborate on and then consider ways the selected goal can be more effectively accomplished with co-curricular planning. |
| 1. As a part of completing the senior exit interview process, 80% of graduating seniors will be able to articulate God’s calling on their lives.
 | Insufficient data. Senior exit interview communication process made the interview sound like an option, so few students did it. | • This is a direct measure, which makes it a better assessment than a survey. • The assessment in Sr. Bible Seminar is also a direct assessment and allows students to respond after being able to give it some thought.• The assessment in Sr. Bible Seminar is done by a single evaluator who is a member of the Bible and Theology Dept.  | **Recommendation:** Consider dropping this measurement tool. |
| 1. In Senior Bible Seminar students will give a 3 to 5-minute oral presentation in which they integrate scripture in a presentation about their sense of calling, with 75% of them receiving a “C” or higher.
 | Average for Fall and Spring offerings of the class (21 grades) was 95%. All grades were above 90% except for one grade at 89%. A few students did not do the assignment. | • The Bible Dept. developed a more detailed rubric as was recommended last year.• There were more and higher scores this year. | **Recommendation:** Keep this assessment as is. It is a direct assessment of students tupically in their final year. |
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| Curricular/Co-Curricular 2: DCC will demonstrate the revised co-curricular plan is helping to achieve the mission by accomplishing Institutional Goals 1, 3 and 4. | 1. 60% of students responding to the Student Satisfaction Inventory will answer the question, “Do you believe that the classes, mentoring, service opportunities and campus activities are helping you discover or clarify your calling from God?” with “Agree” or “Strongly Agree.”
 | Insufficient data: SSI was not administered in 2018-19. | • Although this is an indirect assessment, it accomplished two unique parts of the assessment: 1) It asks *all* students—vs. graduating seniors and 2) It asks students to connect the curricular and co-curricular activities at DCC to their understanding of calling. | **Recommendation:** If the SSI is no longer going to be administered, the academic office and student development office should develop an in-house “mini-SSI” to ask this information every year to all students. |
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| Collaboration 1: DCC will expand its mission, increase effectiveness, and/or increase institutional resources by partnering with churches, non-profit organizations, and institutions of higher education (IHE). | 1. DCC will expand its mission, increase effectiveness, and/or increase institutional resources by collaborating to deliver educational services to at least 8 distinct congregations both in FYE 19 and FYE 20.
 | • Put together an enrollment system and a beta class for the Leadership Academy with Compass CC (April—June 2019)• Taught *Acts* twice at Compass CC | This goal was not met primarily because the opportunity was there to focus on Compass Christian Church. Not only was the college-level *Acts* class for DCC students and Compass CC members taught on the church campus as an intensive, but the work with the leadership academy at Compass CC gave DCC a collaborative opportunity to field-test the concept of bringing college-level teaching to church members and staffs. They took the academy more in the direction to be specifically for Compass CC people rather than generally helpful for other churches. | **Recommendation**: Continue the work with Compass CC to learn what works and what does not.**Recommendation**: Develop a prescribed team that works to develop the relationships with churches and the academic team to put together a leadership academy that can be used generally with churches in the DCC region. |
| 1. DCC will expand its mission, increase effectiveness, and/or increase institutional resources by establishing at least two cooperative agreements with colleges/universities to deliver academic program(s) by the end of FYE 20.
 | Continued agreement with Manhattan Christian College to provide distance education services to administer the MCC nontraditional degree completion program. Work was done to align MCC’s curriculum and delivery to DCC’s curriculum and deliver in order to begin sharing classes when the time comes. | • This agreement brings in good revenue for DCC.• An articulation agreement of some kind is needed to help the relationship grow and for there to be additional revenue. | **Recommendation**: Establish an articulation agreement with MCC for students from either institution to easily take classes at MCC and DCC. A revenue-sharing agreement of some kind should be created to make it beneficial to both institutions. |
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**Advancement: Outcomes and Measures**Mark Worley, VP for Advancement

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| **OUTCOME** | **MEASURE** | **DATA** | **ANALYSIS** | **PLANNING: INITIATIVES AND OBJECTIVES** |
| Serve 1: DCC will demonstrate more effective service to the Church by serving constituent congregations. | 1. iKE will host ministry experiences for a minimum of 6 distinct congregations each year.
 | This was put on hold after the initial leader left DCC. | This is no longer a priority for DCC’s limited human resources. | **Recommendation**: Remove from assessment plan. |
| 1. DCC will minister to 8 distinct congregations each year through student teams.
 | 12 different congregations visited by student teams | Target was met. | **Recommendation:** Maintain Ministry Team program. |
| 1. DCC will minister to 8 distinct congregations each year through reciprocation.
 | • Taught *Acts* twice at Compass Christian Church as well as prayer reciprocation.• Did leadership consulting with Compass Christian Church, Town & Country CC (Yukon), Southwest CC (Ft. Worth), Community CC (Durant), Northwest CC (Taylor), Gallup CC (Gallup), and Crossbridge CC (Houston).• Provided pulpit supply over 200 times for various churches. | DCC worked closely with 7 churches at a leadership level. These consulting/teaching engagements mostly occurred because churches requested them. Last year it was recommended that we “up our game” by having someone coordinate a formal ministry called Restoration Ministries to actively serve congregations and their ministers. This could not happen because of budget and personnel bandwidth.DCC provided pulpit supply over 200 times for various churches. Last year this data did not include the pulpit supply, but that is one part of the reciprocal service to churches. | **Recommendation:** Maintain current efforts. Additional church engagement will occur in other areas, such as the exploration of church-based educational initiatives.  |
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| Serve 2: DCC will demonstrate improvement in the extent to which constituent churches perceive DCC as an integral part of their disciple-making ministry and that DCC programs are relevant and viable beyond governmental and accreditation recognition. | 1. Improvement in the extent to which constituent churches perceive that DCC programs are relevant and viable beyond governmental recognition by achieving improving scores on the Church Leader Survey.
 | No data | When Mark and Bruce continued work on the Church Leadership Survey, they reached the conclusion that in this area a survey would either be too leading or simply not provide helpful information. | **Recommendation**: Eliminate this measure. |
| 1. Improvement in church perception by achieving a net growth of 2 congregations that provide financial support in both FYE 19 and FYE 20. (revised)
 | Insufficient data.  | We have data on churches who have started donating but we had no clear definition to establish a baseline of “churches that provide financial support.”The struggle to establish a baseline for “net” growth leads us to recommend that this measure be changed. | **Recommendation** Change the measure to:Improvement in church perception by achieving a net growth of 1 new congregation (a congregation that has not given in 5 years or more) that provides regular financial support in both FYE 19 and FYE 20. |
| 1. Improvement in church perception by achieving a 5% growth in the number of individuals from constituent congregations that provide financial support in FYE 19 and FYE 20.
 | Insufficient data | DCC does not have sufficient information about individual donors to identity the congregations they attend. Therefore, this is not a realistic approach to measure improvement in church perception. | **Recommendation:** Remove from assessment plan. |
| 1. Improvement in church perception by achieving a 5% growth in the number of new students sent directly from constituent\* congregations in FYE 19 and FYE 20.

\* Constituent congregation is defined as a Restoration Movement church and/or a financially supporting church. | 20 Students--22% of the incoming class of 92 students--were from Christian/Churches of Christ. * Fall 2019 not yet available
* Fall 2018 – 20 Students
* Fall 2017 – 16 students.

 | As per last year’s recommendation, 20 students will be the baseline. Next year the goal of 5% growth means 21 students from Christian/Churches of Christ.The counting system is still not quite right. Populi (the admissions CRM) only records home churches for students who are accepted, rather than registered. | **Recommendation**: Change the outcome to “Improvement in church perception by achieving a 5% growth in the number of *accepted* new students sent directly from constituent congregations in FYE 19 and FYE 20.” Be sure admissions personnel are aware of the importance of this data in Populi.**Recommendation:** Admissions can and does track the home church of admitted students. In order to increase the number, we need to establish more and better relationships with youth leaders at these churches. Admissions rep’s have goals to increase these connections each year. Assistance from the DCC community members (faculty, staff, administration, BOT) will be essential to this effort. |
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| Collaboration 1: DCC will expand its mission, increase effectiveness, and/or increase institutional resources by partnering with churches, non-profit organizations, and institutions of higher education (IHE). | 1. DCC will expand its mission, increase effectiveness, and/or increase institutional resources by establishing at least two formal arrangements with businesses or non-profit organizations, whereby DCC receives enrollment, donation, and/or auxiliary revenue, by the end of FYE 20.
 | Renewed MCC contract for distance education servicesCompass Leadership Academy agreement began in May 2018 and brings CEU and credit students who pay tuition to DCC. | Goal was reached early. | **Recommendation:** Continue to pursue these agreements. Continue to pursue these agreements. Because of potential partnership discussions that have surfaced, DCC will focus mostly on cooperative programs with other higher education institutions that include tuition sharing agreements. |
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| Healthy Business Model 3: DCC will demonstrate annual donation revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate individual donation revenue stability and improvement by achieving 5% year over year growth.
 | FYE2019: $371,117FYE2018: $252,937FYE 2017: $337,160• 47% over FYE2018• 10% over FYE2017 | Target was exceeded. | **Recommendation**: Although the target was met, significant increases are needed to meet and exceed other targets. The one-fund campaign will focus on individual donors. |
| 1. DCC will demonstrate church donation revenue stability and improvement by achieving 5% year over year growth.
 | FYE2019: $229,600FYE2018 $207,018FYE2017 $344,044• 11% over FYE2018• -33% down FYE2017 | Target was exceeded. FYE2017 included special gifts from churches. FYE2019 represented and increase over FYE2018. | **Recommendation**: Several partner churches will be approached to significantly increase giving for the one-fund campaign. |
| 1. DCC will demonstrate foundation and grant revenue stability and improvement by achieving 5% year over year growth.
 | FYE2019: $35,364FYE2018: $28,199FYE2017: $31,092• 25% over FYE2018• 13.7% over FYE2017 | Target was exceeded.  | **Recommendation**: DCC has several potential grants in development for FYE 2020, which would almost certainly substantially exceed the target.  |
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| Healthy Business Model 4: DCC will demonstrate endowment, quasi-endowment, and cash reserve revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate growth of donations made to endowment and quasi-endowment funds by achieving 5% year over year growth.
 | Investments Returns: Grew 5.7% | Met the target growth rate. | **Recommendation:**  Continue following the investment policy for endowment funds and for cash. |

**Finance & Operations: Outcomes and Measures**
Andrea Short, VP for Finance and Operations

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| **OUTCOME** | **MEASURE** | **DATA** | **ANALYSIS** | **PLANNING: INITIATIVES AND OBJECTIVES** |
| Healthy Business Model 1: DCC will demonstrate overall financial stability sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate that financial resources are sufficient and flexible enough to support the mission by achieving a Primary Reserve Ratio of at least 0.27 in FYE 18 (auditor target is 0.4).
 | .24 | Lower due to high expenses with operating loss. | **Recommendation:** The one-fund fundraising campaign that will run for at least 2 fiscal years beginning 2019-2020 will have a significant component devoted to endowment, quasi-endowment, and cash reserves. |
| 1. DCC will demonstrate operating results that indicate it is living within available resources by achieving a net income ratio of at least 2.5% in FYE 18 (auditor target is 3%).
 | (.04)  | Negative due to operating losses. | **Recommendation:** 2019-2020 enrollment revenue efforts will focus on growth of non-traditional populations, and a significantly increased summer program across all student groups which will positively impact net income.**Recommendation:** The one-fund campaign includes additional operational funds in excess of current needs, while funding initiatives (scholarships, new academic programs, etc.) and expansion.  |
| 1. DCC will demonstrate that financial asset performance is adequate to support the strategic direction by achieving a return on total net assets of at least 6% each fiscal year (auditor target is 6%).
 | (6.5)  | Negative due to operating losses. | **Recommendation:** Enrollment revenue will not likely help this target during the 2019-2020 year, although future innovative academic programs (in development), will address this in 2020-2021. However, the one-fund campaign, even if modestly successful in the first year, could meet or exceed this target in 2019-2020. |
| 1. DCC will demonstrate that debt is managed strategically by ensuring that adequate expendable net assets are available to cover debt should it need to settle debt on the balance sheet date, by achieving a Viability Score of at least 0.5 in FYE 18 (auditor target is 1.25).
 | .46  | Target almost met. Operating losses decreased unrestricted net assets so less was available to cover debt should it need to settle early. | **Recommendation:** The one-fund campaign will focus on increasing reserves, including cash, short-term investments, quasi-endowment, and endowment. |
| 1. DCC will demonstrate overall financial health by achieving a Composite Financial Index of 2.8 in FYE 18 (auditor target minimum of 3 to "direct resources to allow transformation).
 | 0.04  | Low due to operating losses. Net Income and Return on Net Asset ratios were both negative which lower this score. | **Recommendation:**  Focus on maximizing enrollment revenue and new fundraising.  |
| 1. DCC will demonstrate overall financial health by a DOE Financial Responsibility Composite Score of at least 1.5 annually (1.5-3.0 score is considered financially responsible by DOE and accreditors).
 | 2.2  | Met target. | **Recommendation:** Continue to work on increasing score through revenue and asset increase.  |
| 1. DCC will demonstrate effectiveness of student affordability measures, including pricing and financial aid, adequate financial success of former students through gainful employment, and personal financial management education (curricular and co-curricular), by achieving a student loan default rate of less than 15%.
 | Default rates per DOE:FYE 2016 18.4%FYE 2015 20.1%FYE2014 11.9%FYE2013 10%FYE2012 9.5% | Until 2015 DCC was below the national cohort average for all schools. Starting in 2015, DCC went above that percentage and exceeded the target rate of less than 15%. This represents 23 students in default. This was somewhat expected because of a large Fall 2015 incoming class in which students with lower financial strength and lower academic ability were admitted. | **Recommendation**: Contract with a loan default management service to help get this down.**Recommendation**: Challenge the DOE financial aid office on students who do not appear to meet specifications for DCC default.**Recommendation**: Admissions needs to strictly adhere to academic admissions standards. |
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| Healthy Business Model 4: DCC will demonstrate endowment, quasi-endowment, and cash reserve revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate growth in investment returns of endowment, quasi-endowment, and cash reserves revenue by achieving 5% year over year growth.
 | Investments Returns: Grew 5.7% | Met the target growth rate. | **Recommendation:**  Continue following the investment policy for endowment funds and for cash. |
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| Healthy Business Model 5: DCC will demonstrate auxiliary revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate stability and improvement in auxiliary revenue by achieving 5% year over year growth.
 | Auxiliary revenue increased 1%. | We did not meet the target:Game guarantee went upMiscellaneous went upMeal plan went upDorm went downLower dorm occupancy was the probable cause of not reaching this target. | **Recommendation**: Continue to search for alternative revenue streams.**Recommendation:**  Do a study on how to make the dorm more appealing and improving meal plan to increase student participation. |
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 **Enrollment Management: Outcomes and Measures**Ken Faffler, VP for Enrollment Mgmt.

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| **OUTCOME** | **MEASURE** | **DATA** | **ANALYSIS** | **PLANNING: INITIATIVES AND OBJECTIVES** |
| Collaboration 1: DCC will expand its mission, increase effectiveness, and/or increase institutional resources by partnering with churches, non-profit organizations, and institutions of higher education (IHE). | 1. DCC will expand its mission, increase effectiveness, and/or increase institutional resources by establishing at least two formal arrangements with businesses or non-profit organizations, whereby DCC receives enrollment, donation, and/or auxiliary revenue, by the end of FYE 20.
 | Denver Seminary and Dallas Theological Seminary are two in progress.  | We have agreement with TUMI but it is not our optimal market unless we develop a new urban leadership program. | **Recommendation**: Ask Board and Task Force to help DCC connect with non-profits. |
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| Enhance Enrollment Management 1: DCC will demonstrate stability and improvement in recruitment sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate stability and improvement in recruitment by achieving an increase of average ACT composite score by 0.3 in FYE 19 and 0.5 in FYE 20.
 | ACT Comp scores:2019 – 17.62018 – 19.52017 – 19.0Also important to note the GPA’s:2019 – 3.192018 – 3.052017 – 3.202016 – 3.04 | ACT scores likely declined in 2019 as a result of urgency to enroll as many new Trad students as possible (still, approximately a dozen students were denied). | **Recommendation**: Continue to pursue greater academic strength in new student profile. More applications will = increased opportunity to raise the selectivity rate.**Recommendation**: Evaluate using a special on-campus visiting day for high-achieving students. |
| 1. DCC will demonstrate stability and improvement in recruitment by achieving a new student increase of 5% FTE of total enrollment in FYE 19 and FYE 20.
 | FTE FYE 2019 – 92FYE 2018 – 97 | Target was not met. There is a need for long-term leadership of the admissions and recruitment team. | **Recommendation**: Maintain Enrollment Mgmt. leadership for at least two full recruiting cycles.**Recommendation**: Begin building more attractive academic programs as per Board initiative. |
| 1. DCC will demonstrate stability and improvement in recruitment by achieving an increase of 6% residential student headcount (room and board) in FYE 19 and 6% FYE 20.
 | Benchmark FY18 unavailableFY19 – 91 in dorms | Overall student satisfaction will be the driver behind DCC’s ability to maintain or increase residence hall occupancy. In order to impact on-campus rates and numbers positively, strategic planning needs to occur, and be mapped against competitors and peer benchmarks.DCC must add quality, value, and services AND/OR reduce on-campus costs to be able to attract more students to campus. Dorms are old and outdated, with limited opportunities for student activities (for today’s millennial students). This is likely a capital campaign facet. | **Recommendation**: Do internal research with current students to identify what is most important to them and act accordingly.**Recommendation**: Benchmark DCC facilities and student life against direct competitors. |
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| Enhance Enrollment Management 2: DCC will demonstrate stability and improvement in retention sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate stability and improvement in recruitment and retention by achieving a student increase of 4% FTE of total enrollment in FYE 19 and 6% in FYE 20.
 | FYE 2019 FTE – 193FYE 2018 FTE – 207  | Target not met.Original goals were too aggressive. 1% - 3% is more common. Still, when numbers are smaller, as in DCC’s case, each % of increase may be easier. For DCC, a goal of 2-3% annually would be reasonable, assuming proper levels of support.2-3% increases are possible with significant shifts in enrollment operational dollars for student search and communication capability, keeping and developing strong staff, building more relationships with churches, camps, and schools, and pushing the discount rate up. Initiate a scholarship program for FLEX and consider lowering costs. | **Recommendation**: Change the benchmark to 3% FTE growth per year.**Recommendation**: Initiate a scholarship program for FLEXCampus®.**Recommendation**: Emphasize building relationships with churches and schools.**Recommendation**: Consider pushing the discount rate up. |
| 1. DCC will demonstrate stability and improvement in retention by increasing the 1st year to 2nd year retention rate by 3% from Fall 2017 to Fall 2018, 3% Fall 2018 to Fall 2019, and 3% Fall 2019 to Fall 2020.
 | Benchmarks for Fall to Fall retention:FY17 and beyond, unavailableFY16 – 52%FY15 – 52%Note: Spring to Fall 2019 retention did hit a mark of 77.07. | The retention system in place continues to improve., Adding Lorice Perry as the academic success coach has helped. The 77% spring to fall figure should boost the fall to fall rate for FYE 2021. | **Recommendation**: Make tutoring for probation students into a class to create greater accountability for attending tutoring.**Recommendation**: Make Lorice Perry the manager of the SIR reports and find ways to encourage all faculty to use the SIR reports early in the semester when there is more time to help students succeed. |
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| Healthy Business Model 2: DCC will demonstrate enrollment revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate room and board revenue stability and improvement by achieving 100% of projected budget in FYE 19.
 | Missed target by 5.1% ($38,000) | Clearly due to missing enrollment projections for traditional students.  | **Recommendation**: Continue to pursue initiatives in strategic plan to enhance enrollment management results. **Recommendation:**  Do a study on how to make the dorm more appealing and improving meal plan to increase student participation. |
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**Institutional Effectiveness: Outcomes and Measures**Bruce Long, Dean of Nontraditional Programs and Institutional Effectiveness

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| **OUTCOME** | **MEASURE** | **DATA** | **ANALYSIS** | **PLANNING: INITIATIVES AND OBJECTIVES** |
| Accreditation: DCC will maintain AHBE accreditation by demonstrating substantial compliance with all applicable standards. | 1. DCC will substantially comply with all ABHE Conditions of Eligibility.
 | Confirmed by ABHE reaffirmation |  | Recommend removing this outcome |
| 1. DCC will substantially comply with all ABHE Standards of Accreditation no later than the end of the Evaluation Team visit and follow-up process, which occurs in Fall 2018.
 | Confirmed by ABHE reaffirmation |  | Recommend removing this outcome |
| 1. DCC will substantially comply with all ABHE policies.
 | Confirmed by ABHE reaffirmation |  | Recommend removing this outcome |
| 1. DCC will achieve 10-year reaffirmation of accreditation in February 2019, as scheduled.
 | Confirmed by ABHE reaffirmation |  | Recommend removing this outcome |
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**President’s Office: Outcomes and Measures**Brian Smith, President

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| **OUTCOME** | **MEASURE** | **DATA** | **ANALYSIS** | **PLANNING: INITIATIVES AND OBJECTIVES** |
| Collaboration 1: DCC will expand its mission, increase effectiveness, and/or increase institutional resources by partnering with churches, non-profit organizations, and institutions of higher education (IHE). | 1. DCC will expand its mission, increase effectiveness, and/or increase institutional resources by establishing at least two cooperative agreements with colleges/universities to deliver academic program(s) by the end of FYE 20.
 | Continued agreement with Manhattan Christian College to provide distance education services to administer the MCC nontraditional degree completion program. Work was done to align MCC’s curriculum and delivery to DCC’s curriculum and deliver in order to begin sharing classes when the time comes. | • This agreement brings in good revenue for DCC.• An articulation agreement of some kind is needed to help the relationship grow and for there to be additional revenue. | **Recommendation**: Establish an articulation agreement with MCC for students from either institution to easily take classes at MCC and DCC. A revenue-sharing agreement of some kind should be created to make it beneficial to both institutions. |
| 1. DCC will expand its mission, increase effectiveness, and/or increase institutional resources by establishing at least two formal arrangements with businesses or non-profit organizations, whereby DCC receives enrollment, donation, and/or auxiliary revenue, by the end of FYE 20.
 | Renewed MCC contract for distance education services. Compass Leadership Academy agreement began in May 2018 and brings CEU and credit students who pay tuition to DCC.  | Goal was reached early.  | **Recommendation:** Continue to pursue these agreements. Because of potential partnership discussions that have surfaced, DCC will focus moslty on cooperative programs with other higher education instituions that include tuition sharing agreements. |
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| Healthy Business Model 1: DCC will demonstrate overall financial stability sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate that financial resources are sufficient and flexible enough to support the mission by achieving a Primary Reserve Ratio of at least 0.27 in FYE 18 (auditor target is 0.4).
 | 0.24  | Lower due to high expenses with operating loss.  | **Recommendation:** The one-fund fundraising campaign that will run for at least 2 fiscal years beginning 2019-2020 will have a significant compontent devoted to endowment, quasi-endowment, and cash reserves. |
| 1. DCC will demonstrate operating results that indicate it is living within available resources by achieving a net income ratio of at least 2.5% in FYE 18 (auditor target is 3%).
 | (.04)   | Negative due to operating losses.  | **Recommendation:** 2019-2020 enrollment revenue efforts will focus on growth of non-traditional populations, and a significantly increased summer program across all student groups which will positively impact net income.**Recommendation:** The one-fund campaign includes additional operational funds in excess of current needs, while funding initiatives (scholarships, new academic programs, etc.) and expansion.  |
| 1. DCC will demonstrate that financial asset performance is adequate to support the strategic direction by achieving a return on total net assets of at least 6% each fiscal year (auditor target is 6%).
 | (6.5)   | Negative due to operating losses.  | **Recommendation:** Enrollment revenue will not likely help this target during the 2019-2020 year, although future innovative academic programs (in development), will address this in 2020-2021. However, the one-fund campaign, even if modestly successful in the first year, could meet or exceed this tartget in 2019-2020. |
| 1. DCC will demonstrate that debt is managed strategically by ensuring that adequate expendable net assets are available to cover debt should it need to settle debt on the balance sheet date, by achieving a Viability Score of at least 0.5 in FYE 18 (auditor target is 1.25).
 | 0.46   | Target almost met.  Operating losses decreased unrestricted net assets so less was available to cover debt should it need to settle early.  | **Recommendation:** The one-fund campaign will focus on increasing reserves, including cash, short-term investments, quasi-endowment, and endowment. |
| 1. DCC will demonstrate overall financial health by achieving a Composite Financial Index of 2.8 in FYE 18 (auditor target minimum of 3 to "direct resources to allow transformation).
 | 0.04   | Low due to operating losses.  Net Income and Return on Net Asset ratios were both negative which lower this score.  | **Recommendation:**  Focus on maximizing enrollment revenue and new fundraising.  |
| 1. DCC will demonstrate overall financial health by a DOE Financial Responsibility Composite Score of at least 1.5 annually (1.5-3.0 score is considered financially responsible by DOE and accreditors).
 | 2.2   | Met target.  | **Recommendation:** Continue to work on increasing score through revenue and asset increase.  |
| 1. DCC will demonstrate effectiveness of student affordability measures, including pricing and financial aid, adequate financial success of former students through gainful employment, and personal financial management education (curricular and co-curricular), by achieving a student loan default rate of less than 15%.
 | Default rates per DOE: FYE 2016 18.4% FYE 2015 20.1% FYE2014 11.9% FYE2013 10% FYE2012 9.5%  | Until 2015 DCC was below the national cohort average for all schools. Starting in 2015, DCC went above that percentage and exceeded the target rate of less than 15%.  This represents 23 students in default.  This was somewhat expected because of a large Fall 2015 incoming class in which students with lower financial strength and lower academic ability were admitted.  | **Recommendation**: Contract with a loan default management service to help get this down. **Recommendation**: Challenge the DOE financial aid office on students who do not appear to meet specifications for DCC default. **Recommendation**: Admissions needs to strictly adhere to academic admissions standards.  |
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| Healthy Business Model 3: DCC will demonstrate annual donation revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate individual donation revenue stability and improvement by achieving 5% year over year growth.
 | FYE2019: $371,117 FYE2018: $252,937 FYE 2017: $337,160• 47% over FYE2018 • 10% over FYE2017  | Target was exceeded. | **Recommendation**: Although the target was met, significant increases are needed to meet and exceed other targets. The one-fund campaign will focus on individual donors. |
| 1. DCC will demonstrate church donation revenue stability and improvement by achieving 5% year over year growth.
 | FYE2019: $229,600 FYE2018 $207,018 FYE2017 $344,044  • 11% over FYE2018 • -33% down FYE2017  | Target was exceeded. FYE2017 included special gifts from churches. FYE2019 represented and increase over FYE2018. | **Recommendation**: Several partner churches will be approached to significantly increase giving for the one-fund campaign. |
| 1. DCC will demonstrate foundation and grant revenue stability and improvement by achieving 5% year over year growth.
 | FYE2019: $35,364 FYE2018:  $28,199 FYE2017:  $31,092  • 25% over FYE2018 • 13.7% over FYE2017  | Target was exceeded.  | **Recommendation**: DCC has several potential grants in development for FYE 2020, which would almost certainly substantially exceed the target.  |
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| Healthy Business Model 4: DCC will demonstrate endowment, quasi-endowment, and cash reserve revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate growth of donations made to endowment and quasi-endowment funds by achieving 5% year over year growth.
 | No specific endowment donations given in FYE2019. | Target not met. | **Recommendation:** $1 million of the $5 million one-fund campaign goals is devoted to endowment funds. |
| 1. DCC will demonstrate growth in investment returns of endowment, quasi-endowment, and cash reserves revenue by achieving **annual** 5% growth.
 | Investments Returns: Grew 5.7%  | Met the target growth rate.  | **Recommendation:** Continue following the investment policy for endowment funds and for cash.  |
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| Healthy Business Model 5: DCC will demonstrate auxiliary revenue stability and improvement sufficient to accomplish its mission, vision, and strategic plan. | 1. DCC will demonstrate stability and improvement in auxiliary revenue by achieving 5% year over year growth.
 | Auxiliary revenue increased 1%.  | We did not meet the target: Game guarantee went up Miscellaneous went up Meal plan went up Dorm went down Lower dorm occupancy was the probable cause of not reaching this target.  | **Recommendation**: Continue to search for alternative revenue streams. **Recommendation:** Do a study on how to make the dorm more appealing and improving meal plan to increase student participation.  |
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**Student Life: Outcomes, and Measures**Bruce Long, Dean of Nontraditional Programs and Institutional Effectiveness

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| **OUTCOME** | **MEASURE** | **DATA** | **ANALYSIS** | **PLANNING: INITIATIVES AND OBJECTIVES** |
| Curricular/Co-Curricular 1: DCC will demonstrate the revised curricular plan is helping to achieve the mission by accomplishing Institutional Goals 1, 2 and 3.  | 1. As a part of completing the senior exit interview process, 90% of graduating seniors will believe they understand God’s calling on their lives.
 | From the surveys of Fall and Spring graduates, 72% believed they understand calling and are at varying levels of understanding as to what theirs is. | • This is a decrease from last year. There was a lot less focus on calling this year in chapel and other co-curricular settings. That might explain the decrease.• It should also be noted that this is an indirect measure.• Last year’s recommendation was not pursued: An academic team should meet with a student development team and consider ways that Institutional Goals 1, 2, and 3 can be more effectively accomplished. It likely was not pursued because it seemed that this outcome was in good shape.  | **Recommendation**: An academic team should meet with a student development team to identify one of the first three Institutional Goals to collaborate on and then consider ways the selected goal can be more effectively accomplished with co-curricular planning. |
| 1. As a part of completing the senior exit interview process, 80% of graduating seniors will be able to articulate God’s calling on their lives.
 | Insufficient data. Senior exit interview communication process made the interview sound like an option, so few students did it. | • This is a direct measure, which makes it a better assessment than a survey. • The assessment in Sr. Bible Seminar is also a direct assessment and allows students to respond after being able to give it some thought.• The assessment in Sr. Bible Seminar is done by a single evaluator who is a member of the Bible and Theology Dept.  | **Recommendation:** Consider dropping this measurement tool. |
| Curricular/Co-Curricular 2: DCC will demonstrate the revised co-curricular plan is helping to achieve the mission by accomplishing Institutional Goals 1, 3 and 4. | 1. 60% of students responding to the Student Satisfaction Inventory will answer the question, “Do you believe that the classes, mentoring, service opportunities and campus activities are helping you discover or clarify your calling from God?” with “Agree” or “Strongly Agree.”
 | Insufficient data: SSI was not administered in 2018-19. | • Although this is an indirect assessment, it accomplished two unique parts of the assessment: 1) It asks *all* students—vs. graduating seniors and 2) It asks students to connect the curricular and co-curricular activities at DCC to their understanding of calling. | **Recommendation:** If the SSI is no longer going to be administered, the academic office and student development office should develop an in-house “mini-SSI” to ask this information every year to all students. |
| 1. 60% of students responding to the Student Satisfaction Inventory will answer the question, “Do you believe you are engaging in your calling from God while at DCC?” with “Agree” or “Strongly Agree.”
 | Insufficient data: SSI was not administered in 2018-19. | This is an important question to ask since it reflects movement from understanding calling to acting on it. | **Recommendation:** If the SSI is no longer going to be administered, the academic office and student development office should develop an in-house “mini-SSI” to ask this information every year to all students. |
| 1. During each school year, 60% of students will be involved in some kind of cross-cultural ministry experience.
 | • Internships: 8 were cross-cultural• Kingdom Week: Kingdom Week Spring 2019 – Mark Worley took 2 students to Guatemala and served at Morning Glory School. Ashley Hudspeth and Tyese Little took 12 students to Piedras Negras, Mexico.• Service Day Fall 2018: 142 students participated. We had numerous projects doing jobs for those homeowners with disabilities. We also worked at a nursing home. I took a group to a food pantry in Plano and handed out boxes of food for those in need.• Service Day Spring 2019 had to be cancelled due to weather. | Using the Spring 2019 total students 178:1. 11% were involved in international ministry experiences.
2. 80% of students were involved in less intensive cross-cultural ministry where the cultural gap was generational or socio-economic.

The goal was reached.Any cross-cultural exposure is important to develop students and help them see how God might be calling them. Although there is a great international audience in Dallas, the immersion of an international experience typically makes it a better cross-cultural experience.Service Days help DCC accomplish this goal, but FLEXCampus® students rarely take part in it. It would be helpful to either 1) Provide a way to better include FLEXCampus® students or 2) Find a way to count what FLEXCampus® students are doing in their churches. | **Recommendation**: Look for ways to make international Kingdom Week trips more accessible for students. **Budget**: If the school raises funds or finds sponsors for international trips, it could impact budget.**Recommendation**: Survey FLEXCampus® students to find out about their cross-cultural ministry experiences through their home churches.**Recommendation:** Offer a free/low cost elective hour of credit if a student does a cross-cultural mission trip that lasts at least 4 days on-site and they present a 4-6-page paper describing what they did and what they learned from the experience.**Budget**: This would require up to $568 for every student who does it. |
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