

## ANNUAL REPORT 2016-2017

Looking back on the 2016-2017 academic year, I am encouraged by the progress we've made on many fronts. The Lord has been gracious to the University and to the faculty, staff, students, and friends who comprise our community. It was a year of strategic progress resulting from multiple years of effort on specific initiatives. Growth at the graduate level, online offerings for degree completion, and the expansion of partnerships was encouraging, all of which mark the accomplishment of strategic annual goals. Multiple new academic programs were developed and either launched or are awaiting approval, and new partnerships were formed, both here and abroad. The University is fulfilling its mission of educating students to serve Christ in the church, society, and the world as indicated by alumni survey data, which demonstrates a high percentage of respondents were employed within one year of graduation. Learning outcomes assessment continues to show our students are being well prepared, and confirmation by the various accrediting associations with which Cairn is affiliated marks the quality of a Cairn education. Consistent with the Second Century Strategic Plan goals, Cairn remains focused on enrollment growth, strengthening of the fiscal position, advancement efforts, and continued enhancement of facilities and student services. These efforts resulted in a respectable entering class, increased graduate credits, and a successful first year of the Forward campaign, which secured \$7.3 million in gifts and pledges by the close of academic year 2016-2017.

Below are some highlights of the year, as well as summary financial data. As we close our look back at 2016-2017, we are anticipating an exciting year in 2017-2018, and look forward to reporting on continued progress, new initiatives, and the development of a new strategic plan that will carry us into the third decade of this new millennium. While the challenges for Christian higher education are great, the need for what Cairn does, and the opportunities to do it more creatively and strategically abound. We pray God will make us faithful stewards of these opportunities and grant us wisdom to navigate the challenges.

### Consolidated Statement of Activities for Cairn University and The Regency Foundation

Operating Revenues	FY 2015-2016	FY 2016-2017
Tuition and Fees	18,601,171	19,307,068
Less: Student Aid	(8,915,691)	(9,171,634)
Net Tuition and Fees	9,685,480	10,135,434
Gift Income	6,811,764	2,868,035
Income on Investments	(589,935)	1,841,876
Other Income	551,063	5,885,108 <sup>1</sup>
Total Educational & General	16,458,372	20,730,453
Auxiliary Enterprises	4,565,522	4,688,721
<b>Total Operating Revenues</b>	<b>21,023,894</b>	<b>25,419,174</b>

### Some highlights from 2016-2017:

- New academic programs were added to enhance student offerings such as the BCaBA and Certification program and numerous minors.
- An additional MBA cohort was launched.
- Degree completion has been developed as an online offering.
- Diversity numbers increased again among students.
- Partnerships continue expanding considerably to support the recruitment efforts and elevate the profile of the University.
- Partnerships for dual enrollment with Christian high schools continues to expand.
- Quality assessment of The Distance Learning Initiative for graduate programs indicates high student satisfaction.
- The sale of the non-strategic asset of the Pennel apartments resulted in the University's ability to pay down a mortgage, create cash reserves, a debt service reserve fund.
- The fiscal year 2016-17 audit was positive.
- The University provided a salary increase to employees of approximately 3%.
- The Forward campaign was launched publicly during Homecoming.
- The Forward campaign has resulted in the renovation of classrooms to serve the needs of new academic programs in the sciences and technologies.
- The Cairn Fund raised 1.6 million dollars.
- The advancement staff was restructured, and a planned giving officer hired.

### 2016-2017 Employment Rates of 2015-2016 Graduates in Traditional Baccalaureate Programs

86% were employed within one year of graduating. 10% not employed by choice, and 4% seeking employment. 94% plan to pursue a career in the area of their Cairn preparation, and 86% are currently employed in the field of their Cairn degree.\*

\*Based on the One Year Out Alumni Survey given March 2017.



Todd J. Williams, Ph.D.  
President

Operating Expenses	FY 2015-2016	FY 2016-2017
Educational and General	16,184,800	16,589,611
Auxiliary Enterprises	1,676,300	1,756,320
Depreciation	1,856,482	1,794,724
<b>Total Operating Expenses</b>	<b>19,717,582</b>	<b>20,140,655</b>
<b>Increase in Net Assets</b>	<b>1,306,312</b>	<b>5,278,519</b>

<sup>1</sup> Approximately 5 million dollars represent proceeds from the sale of property.