EMMAUS UNIVERSITY

Eight-Year Retention and Graduation Analysis

Entering Cohorts 2018–19 Through 2025–26, With the 2026–27 Entering Class

Retention, Persistence, and Completion Within 100, 150, and 200 Percent of Normal Time, With Cohort Sizes

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Office of Institutional Effectiveness

Emmaus University · Dubuque, Iowa

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IMPACT THE WORLD FOR CHRIST

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Executive Summary

This report presents eight years of retention and graduation outcomes for every student who entered Emmaus University from the 2018–19 academic year through the 2025–26 academic year, along with the size of the 2026–27 entering class. Every rate in this report is published with the number of students it represents: the cohort size (N), the number of students who met the outcome (n), and the number of students whose measurement window has closed. Results are drawn from the Populi student information system and follow the Integrated Postsecondary Education Data System (IPEDS) conventions for normal time to completion at 100, 150, and 200 percent.

Key Findings

- **Scope.** 1,040 students entered Emmaus University across nine entering cohorts (2018–19 to 2026–27): 762 degree-seeking undergraduates, 24 graduate (master's) students, and 254 non-degree-seeking students. Two students who left for military service were excluded as IPEDS allows.
- **Retention.** Of 656 degree-seeking undergraduates whose return could be observed, 462 (70.4%) returned the following fall or had already completed. Cohort rates ranged from 50.0% for 2020–21 (N = 72) to 79.7% for 2018–19 (N = 74); the three most recent measured cohorts retained 78.7%, 77.4%, and 69.7%.
- **Bachelor's completion.** Within 150% of normal time (six years), 86 of 164 bachelor's-seeking students whose window has closed earned the bachelor's degree (52.4%); 41.0% finished within four years (n = 278) and 69.8% within eight years (n = 43, the 2018–19 fall entrants).
- **Certificate and associate completion.** Certificate-seeking students completed at 55.4% within one year (n = 83) and 59.1% within two (n = 66). Associate-seeking students completed at 34.6% within three years (n = 26).
- **Entering status matters most.** First-time full-time students retained at 75.7% (n = 404) and transfer full-time students at 78.5% (n = 158), while transfer part-time students retained at 34.1% (n = 44). Part-time enrollment at entry is the strongest single risk signal in the data.
- **The eight-year view.** Of the 74 degree-seeking undergraduates who entered in 2018–19, 45 (60.8%) have earned the credential they pursued, 7 more earned a different Emmaus credential, and 2 are still enrolled.
- **Graduate programs are new.** The master's program enrolled its first students in 2025–26; 8 of 17 returned for fall 2026 (47.1%). No graduate completion window has closed.

- Non-degree-seeking students (auditors, JumpStart, dual enrollment, gap-year and similar programs) rarely re-enroll (10.7%, n = 242), which is consistent with the short-term purpose of those programs. They are reported separately and are not counted in degree-seeking rates.

Recommended Uses of These Results

- Prioritize early-alert outreach and advising for students who enter part-time, and especially part-time transfer students, whose retention is less than half that of full-time peers.
- Study the 2020–21 and 2022–23 cohorts, whose retention fell well below the eight-cohort average, to separate pandemic-era and records effects from program effects.
- Improve the completeness of race/ethnicity records; most “unknown” records belong to non-degree students and depress demographic comparisons.
- Re-measure these cohorts each fall so that rates whose windows are still open are finalized as students complete.

1. Purpose and Scope

Emmaus University publishes student achievement data so that students, families, accreditors, and the public can see how entering students progress and complete. This analysis responds to a specific transparency concern: retention and graduation rates have sometimes been reported without the cohort size or the number of students behind each percentage. In this report, every percentage is accompanied by the count of students it represents, and we suppress rates based on fewer than ten students to protect student privacy and avoid over-interpreting small numbers.

The analysis follows all students who entered Emmaus University from fall 2018 through fall 2026. Entering students are grouped into academic-year cohorts, and outcomes are disaggregated by credential level, degree program, entering status (first-time or transfer; full-time or part-time), gender, race/ethnicity, and program level (degree-seeking undergraduate, graduate, and non-degree-seeking).

2. Data Source and Methodology

2.1 Data Source

All data come from the Populi student information system, using a saved Data Slicer report “IE – 8-Year Retention & Graduation (IPEDS 100/150/200%) Fall 2018–Fall 2026.” The report selects every student whose entrance term falls between Fall 2018 and Fall 2026 and returns entrance term, last enrolled term, gender, IPEDS race/ethnicity, first-time status, program transfer status, program at entry, degree status and award dates, exit reason, and undergraduate and graduate credits attempted in each term. Institutional Effectiveness and Research extracted data during the October 2026 census closing period. Only aggregate counts were retained for analysis; no student-level records appear in this report or its companion workbook.

2.2 Cohort Definition

An entering cohort contains all students whose first Emmaus term falls in the same academic year: fall, spring, and summer entrants of that year are combined (for example, the 2018–19 cohort includes fall 2018, spring 2019, and summer 2019 entrants). Each student is assigned to the program level of the program in which they entered. Students whose exit reason was “Joined armed forces” (two students) are removed from all denominators, as permitted by IPEDS; Populi does not currently record the other allowable exclusions (death, official church mission, foreign aid service).

2.3 Student Categories

- First-time students had no prior postsecondary enrollment at entry; transfer students entered with prior postsecondary enrollment or were flagged as transfer students in their program.
- Full-time undergraduates attempted 12 or more credits in their entering term; part-time undergraduates attempted 1 to 11. Graduate students are full-time at 9 or more credits. Students with no credits attempted in the entering term are shown as “not determined.”
- Degree-seeking students entered an undergraduate or graduate degree or certificate program. Non-degree-seeking students entered as auditors, JumpStart or dual-enrolled high school students, gap-year participants, cross-registered or Acadeum students, or general non-degree seekers.

2.4 Measures

- Fall-to-fall retention: the share of a cohort enrolled in the fall one year after entry, or who had already earned the credential they pursued.
- Persistence (years 2 through 8): the same measure applied to each subsequent fall through the eighth year.
- Completion within 100, 150, and 200 percent of normal time: the share of students who earned the credential they pursued within one, one and one-half, or two times its normal length. Normal time is one year for a certificate, two years for an associate degree, four years for a bachelor’s degree, and two years for a master’s degree. Windows are measured from the start of the entering term, with a 30-day allowance for end-of-term conferral.
- Outcomes to date: each student’s status as of fall 2026, in this order of precedence: earned the intended credential; still enrolled in fall 2026; earned a different Emmaus credential; transferred out; or left without a credential.

2.5 Closed Windows, Suppression, and Reading the Tables

A completion rate is reported only for students whose window has fully closed by October 2026; students still inside their window are not counted in either the numerator or the denominator. For that reason each completion rate is shown with its own count of students measured, which can be smaller than the cohort size. Any rate whose denominator is fewer than ten students is replaced with the symbol ‡; the cohort size is still shown. A dash (—) indicates that no student’s window has closed yet.

2.6 Limitations

- Cohorts include spring and summer entrants, so results are not identical to the fall-only, first-time full-time cohort that Emmaus reports to IPEDS; rates for the first-time full-time group in Section 8.1 are the closest comparison.
- Intended credential is inferred from degree records. Students who change programs are measured against the highest-level credential they pursued after entry.
- Specific major codes were introduced in Populi in 2022–23; earlier bachelor's students appear under the general "BS" code, so degree-program results are pooled and not compared across years.
- Gender and race/ethnicity results include non-degree-seeking students, who are a large share of records with unknown values.

3. Entering Cohorts

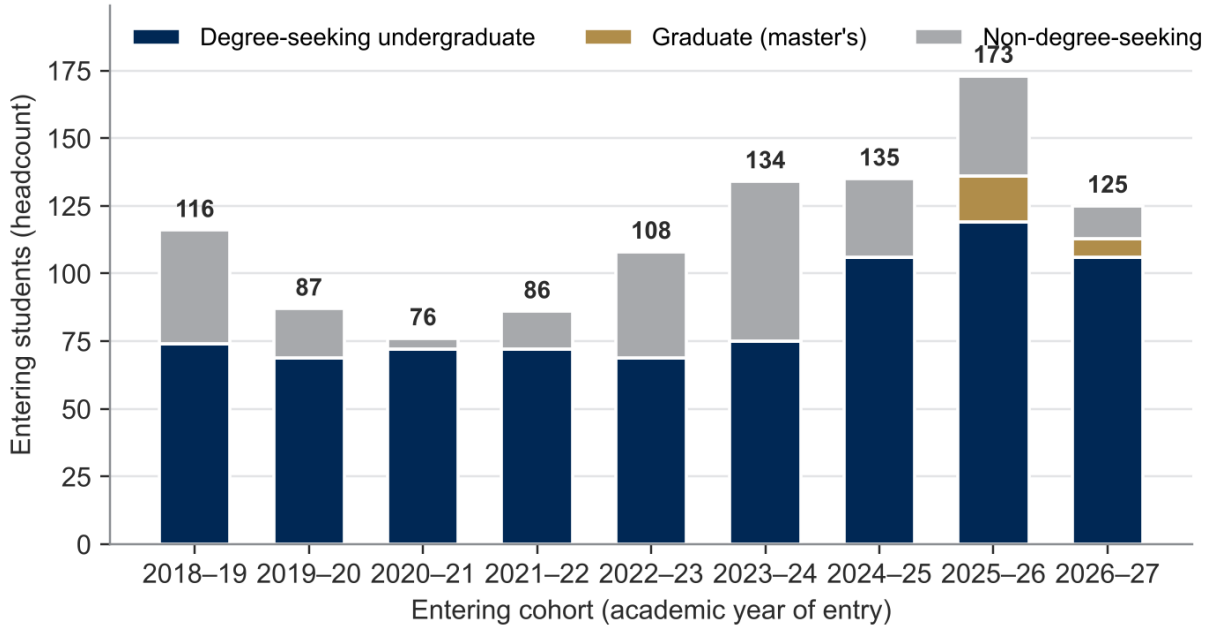
Entering enrollment grew over the period. The degree-seeking undergraduate cohort ranged from 69 to 75 students from 2018–19 through 2023–24, then rose to 106 in 2024–25 and 119 in 2025–26. Graduate students first appear in 2025–26. Table 1 and Figure 1 show every cohort by program level.

Table 1. Entering Students by Cohort and Program Level, 2018–19 to 2026–27

Entering cohort	Degree-seeking undergraduate	Graduate	Non-degree-seeking	Total entering (N)
2018–19	74	0	42	116
2019–20	69	0	18	87
2020–21	72	0	4	76
2021–22	72	0	14	86
2022–23	69	0	39	108
2023–24	75	0	59	134
2024–25	106	0	29	135
2025–26	119	17	37	173
2026–27	106	7	12	125
All cohorts	**762**	**24**	**254**	**1040**

Note. Headcount of students by academic year of entry and program at entry. Excludes two students who left for military service. Source: Populi Data Slicer, extracted October 9, 2026.

Figure 1. Entering Students by Cohort and Program Level



Note. Bar labels show total entering students (N). Data correspond to Table 1.

4. Fall-to-Fall Retention

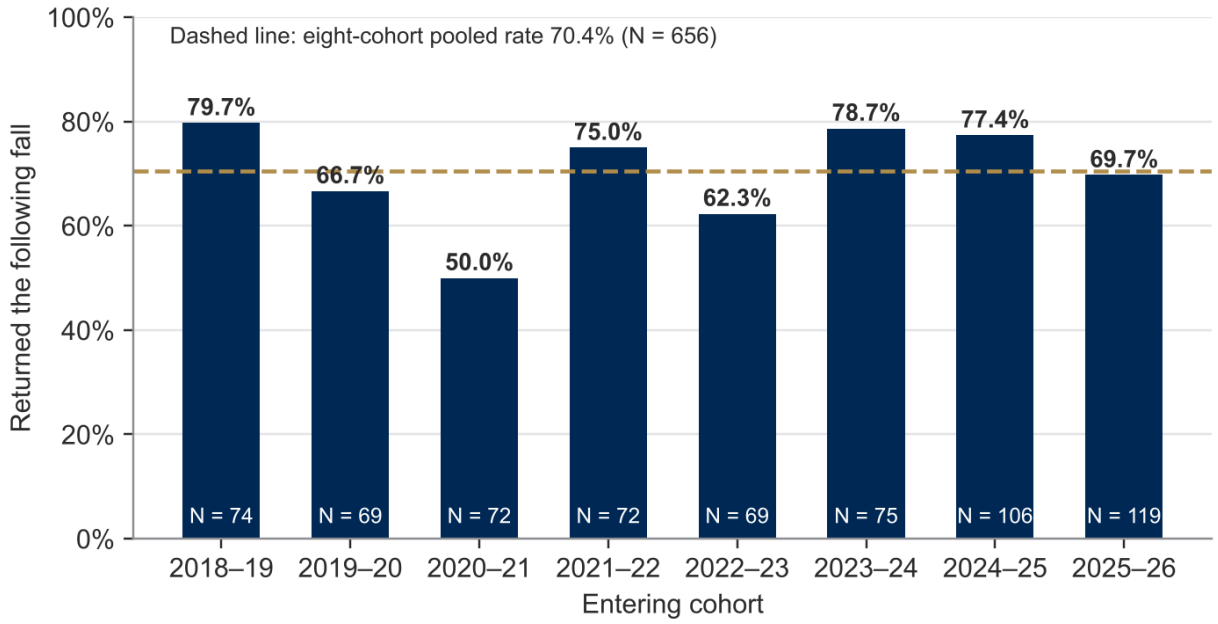
Across the eight measured cohorts, 462 of 656 degree-seeking undergraduates (70.4%) returned for a second fall or had already completed (Table 2). The 2020–21 cohort, which entered during the COVID-19 pandemic, retained 50.0% (36 of 72). Retention recovered to 75.0% for 2021–22, dipped to 62.3% for 2022–23, and held near 78 percent for the 2023–24 and 2024–25 cohorts. The 2025–26 cohort, the largest degree-seeking class in the period, retained 69.7% (83 of 119).

Table 2. Fall-to-Fall Retention of Degree-Seeking Undergraduates by Entering Cohort

Entering cohort	Cohort size (N)	Retained (n)	Not retained	Retention rate
2018–19	74	59	15	79.7%
2019–20	69	46	23	66.7%
2020–21	72	36	36	50.0%
2021–22	72	54	18	75.0%
2022–23	69	43	26	62.3%
2023–24	75	59	16	78.7%
2024–25	106	82	24	77.4%
2025–26	119	83	36	69.7%
All measured cohorts	**656**	**462**	**194**	**70.4%**
2026–27	106	—	—	—

Note. Retained = enrolled in the fall one year after entry or already earned the intended credential. The 2026–27 cohort will first be measured in fall 2027.

Figure 2. Fall-to-Fall Retention of Degree-Seeking Undergraduates



Note. N inside each bar is the cohort size. Data correspond to Table 2.

Table 3. Fall-to-Fall Retention by Program Level, Cohorts Pooled

Program level	Entering students (N)	Retained (n of measured)	Retention rate
Degree-seeking undergraduate	762	462 of 656	70.4%
Graduate (master's)	24	8 of 17	47.1%
Non-degree-seeking	254	26 of 242	10.7%
All entering students	**1040**	**496 of 915**	**54.2%**

Note. Pooled across the 2018–19 to 2025–26 cohorts; the 2026–27 cohort is included in N but not yet measured. Graduate students entered beginning in 2025–26.

5. Eight-Year Persistence

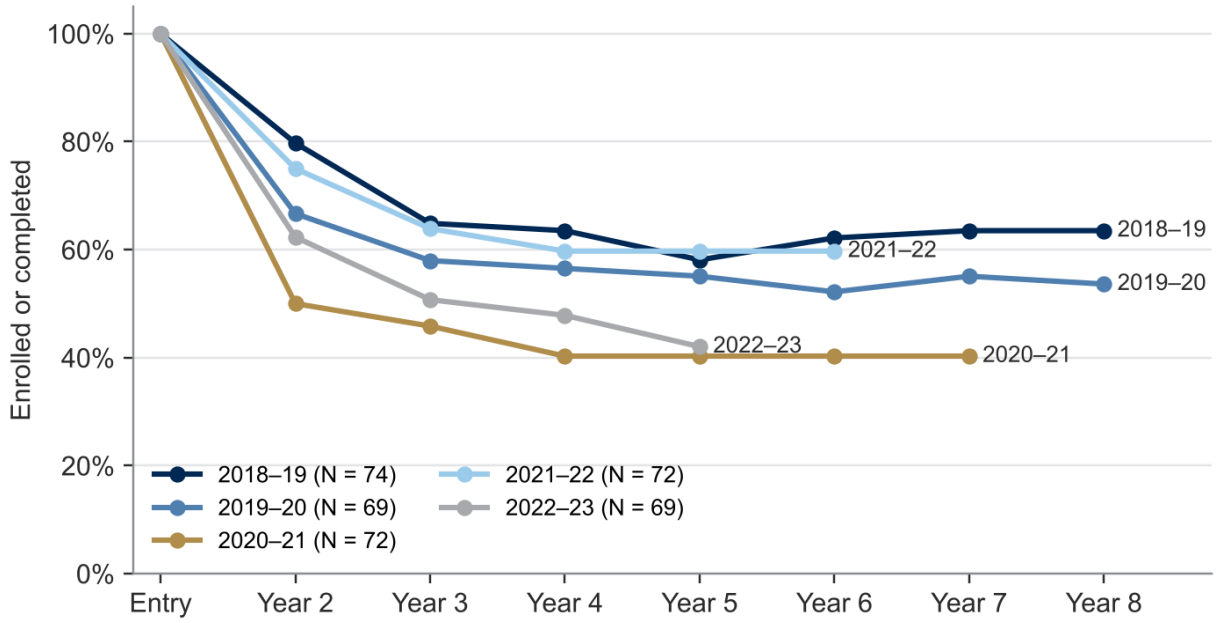
Table 4 follows each degree-seeking undergraduate cohort through every fall since entry. Values represent students who were enrolled that fall or had already earned their intended credential. After the third year, persistence levels off—at about 63 percent for 2018–19, 54 percent for 2019–20, and 40 percent for 2020–21—approximating the share of each cohort that goes on to complete or remain enrolled. Figure 3 charts the five oldest cohorts.

Table 4. Persistence of Degree-Seeking Undergraduates, Years 2 Through 8

Entering cohort	N	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
2018–19	74	79.7%	64.9%	63.5%	58.1%	62.2%	63.5%	63.5%
2019–20	69	66.7%	58.0%	56.5%	55.1%	52.2%	55.1%	53.6%
2020–21	72	50.0%	45.8%	40.3%	40.3%	40.3%	40.3%	—
2021–22	72	75.0%	63.9%	59.7%	59.7%	59.7%	—	—
2022–23	69	62.3%	50.7%	47.8%	42.0%	—	—	—
2023–24	75	78.7%	76.0%	72.0%	—	—	—	—
2024–25	106	77.4%	68.9%	—	—	—	—	—
2025–26	119	69.7%	—	—	—	—	—	—
Pooled	**762**	**70.4%**	**61.8%**	**56.8%**	**51.1%**	**53.7%**	**53.0%**	**58.7%**

Note. Year k = the fall k − 1 years after entry. — = not yet observable. Pooled values use only cohorts observable in that year, so their denominators differ by column (see companion workbook, tab T4).

Figure 3. Persistence of the Five Oldest Degree-Seeking Undergraduate Cohorts



Note. Share of each cohort enrolled or completed in each fall after entry. Data correspond to Table 4.

6. Graduation Within 100, 150, and 200 Percent of Normal Time

IPEDS measures completion at three points: the normal length of the program (100 percent), one and one-half times that length (150 percent), and twice that length (200 percent). Table 5 reports these rates by credential level, pooled across all cohorts whose window has closed, and Tables 6 through 8 show each cohort separately. Because a

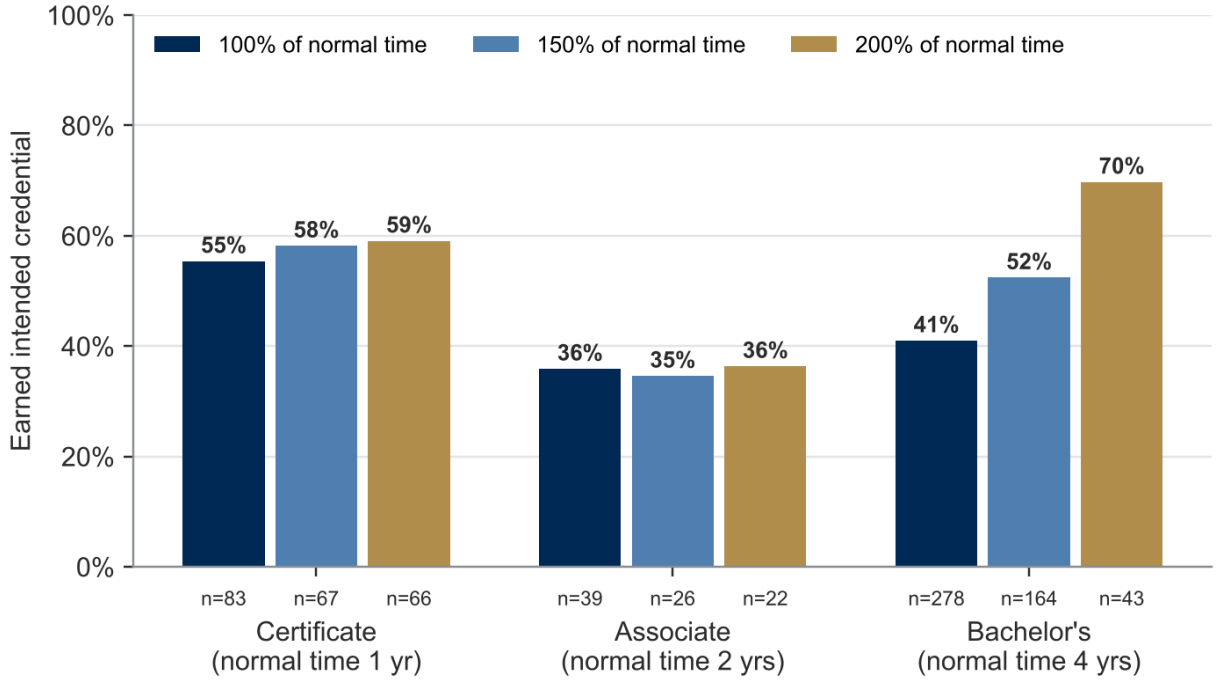
certificate window closes after one year and a bachelor's window only after four, six, or eight years, the number of students measured differs by level and by window.

Table 5. Completion of the Intended Credential Within 100, 150, and 200 Percent of Normal Time, by Credential Level

Credential level	Normal time	Students (N)	Within 100% (n of measured)	Within 150% (n of measured)	Within 200% (n of measured)
Certificate	1 year	100	55.4% (46 of 83)	58.2% (39 of 67)	59.1% (39 of 66)
Associate	2 years	62	35.9% (14 of 39)	34.6% (9 of 26)	36.4% (8 of 22)
Bachelor's	4 years	604	41.0% (114 of 278)	52.4% (86 of 164)	69.8% (30 of 43)
Master's	2 years	24	—	—	—

Note. Pooled across entering cohorts 2018–19 to 2026–27. Only students whose window had closed by October 2026 are measured. The bachelor's 200% window has closed only for 2018–19 fall entrants. Master's students entered beginning in 2025–26; no window has closed.

Figure 4. Completion Within IPEDS Normal-Time Windows by Credential Level



Note. n below each bar is the number of students whose window has closed. Data correspond to Table 5.

Bachelor's completion rises steeply between the four- and eight-year marks, from 41.0% to 69.8%, showing that many Emmaus bachelor's students, particularly those who work, transfer in, or attend part-time, take longer than four years to finish. Certificate students who complete do so quickly; almost all certificate completions occur within the first year. Associate completion is lower and flat across windows, and the associate cohorts are small (Table 7).

Table 6. Certificate Seekers: Completion Within 100, 150, and 200 Percent of Normal Time by Entering Cohort

Entering cohort	Cohort size (N)	Within 100% (n of measured)	Within 150% (n of measured)	Within 200% (n of measured)
2018–19	12	58.3% (7 of 12)	58.3% (7 of 12)	58.3% (7 of 12)
2019–20	9	‡	‡	‡
2020–21	7	‡	‡	‡
2021–22	8	‡	‡	‡
2022–23	13	46.2% (6 of 13)	53.8% (7 of 13)	53.8% (7 of 13)
2023–24	9	‡	‡	‡
2024–25	10	70.0% (7 of 10)	‡	‡
2025–26	16	53.3% (8 of 15)	—	—
2026–27	16	—	—	—

Note. ‡ = fewer than 10 students measured (suppressed). — = window not yet closed for any student in the cohort.

Table 7. Associate Degree Seekers: Completion Within 100, 150, and 200 Percent of Normal Time by Entering Cohort

Entering cohort	Cohort size (N)	Within 100% (n of measured)	Within 150% (n of measured)	Within 200% (n of measured)
2018–19	7	‡	‡	‡
2019–20	5	‡	‡	‡
2020–21	5	‡	‡	‡
2021–22	4	‡	‡	‡
2022–23	1	‡	‡	‡
2023–24	4	‡	‡	—
2024–25	14	53.8% (7 of 13)	—	—
2025–26	14	—	—	—
2026–27	8	—	—	—

Note. ‡ = fewer than 10 students measured (suppressed). — = window not yet closed for any student in the cohort.

Table 8. Bachelor’s Degree Seekers: Completion Within 100, 150, and 200 Percent of Normal Time by Entering Cohort

Entering cohort	Cohort size (N)	Within 100% (n of measured)	Within 150% (n of measured)	Within 200% (n of measured)
2018–19	56	41.1% (23 of 56)	60.7% (34 of 56)	69.8% (30 of 43)
2019–20	55	36.4% (20 of 55)	52.7% (29 of 55)	—
2020–21	60	35.0% (21 of 60)	43.4% (23 of 53)	—
2021–22	60	53.3% (32 of 60)	—	—
2022–23	55	38.3% (18 of 47)	—	—
2023–24	62	—	—	—

Entering cohort	Cohort size (N)	Within 100% (n of measured)	Within 150% (n of measured)	Within 200% (n of measured)
2024–25	83	—	—	—
2025–26	90	—	—	—
2026–27	83	—	—	—

Note. ‡ = fewer than 10 students measured (suppressed). — = window not yet closed for any student in the cohort.

7. Outcomes to Date

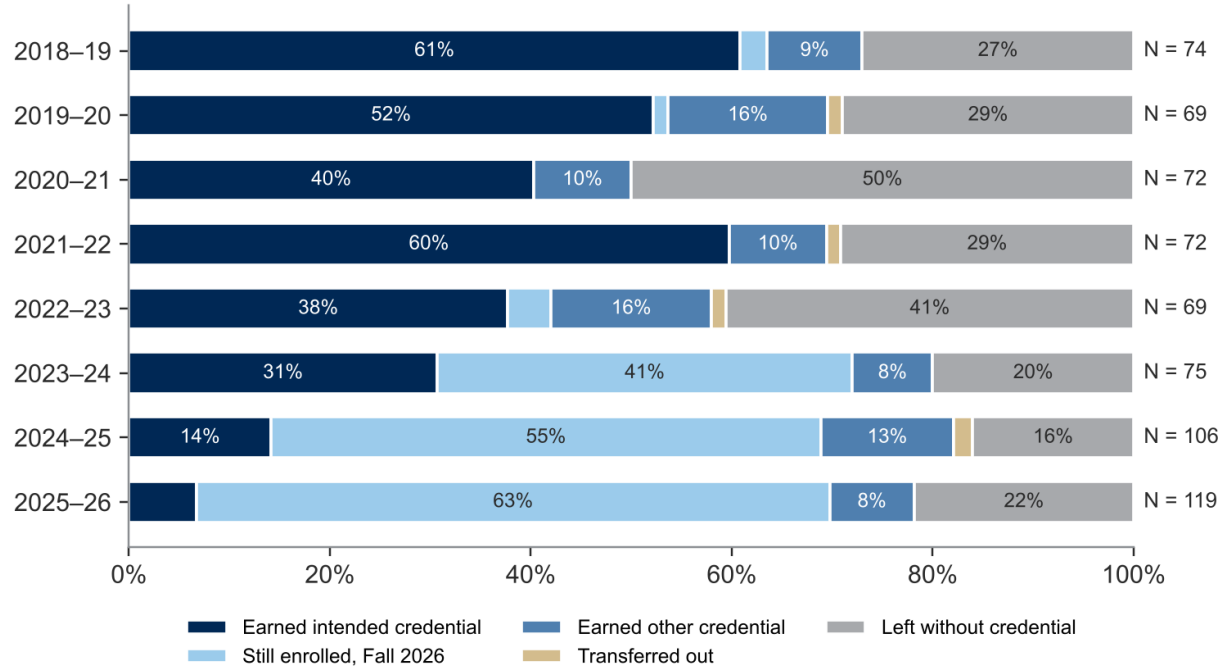
Table 9 accounts for every degree-seeking undergraduate in each cohort as of fall 2026. Older cohorts show near-final outcomes; recent cohorts are still largely enrolled. Read across a row, the five outcomes sum to the cohort size. Figure 5 presents the same information as shares of each cohort.

Table 9. Outcomes to Date for Degree-Seeking Undergraduates by Entering Cohort, as of Fall 2026

Entering cohort	N	Earned intended credential	Still enrolled fall 2026	Earned other credential	Transferred out	Left without credential
2018–19	74	45 (61%)	2 (3%)	7 (9%)	0 (0%)	20 (27%)
2019–20	69	36 (52%)	1 (1%)	11 (16%)	1 (1%)	20 (29%)
2020–21	72	29 (40%)	0 (0%)	7 (10%)	0 (0%)	36 (50%)
2021–22	72	43 (60%)	0 (0%)	7 (10%)	1 (1%)	21 (29%)
2022–23	69	26 (38%)	3 (4%)	11 (16%)	1 (1%)	28 (41%)
2023–24	75	23 (31%)	31 (41%)	6 (8%)	0 (0%)	15 (20%)
2024–25	106	15 (14%)	58 (55%)	14 (13%)	2 (2%)	17 (16%)
2025–26	119	8 (7%)	75 (63%)	10 (8%)	0 (0%)	26 (22%)
2026–27	106	0 (0%)	97 (92%)	0 (0%)	0 (0%)	9 (8%)
All cohorts	**762**	**225 (30%)**	**267 (35%)**	**73 (10%)**	**5 (1%)**	**192 (25%)**

Note. Outcomes are mutually exclusive and assigned in the order shown. “Earned other credential” is usually an embedded Emmaus certificate earned by a student who did not complete the degree pursued.

Figure 5. Outcomes to Date for Degree-Seeking Undergraduates, as of Fall 2026



Note. Segments under 7% are unlabeled; exact counts appear in Table 9.

8. Disaggregated Results

8.1 Entering Status: First-Time and Transfer, Full-Time and Part-Time

Full-time students, whether first-time or transfer, retained well: 75.7% of first-time full-time students (n = 404) and 78.5% of transfer full-time students (n = 158) returned. Transfer full-time students also completed at the highest rate within 150% of normal time (70.5%, n = 44), reflecting the credit they bring. Part-time entry is a strong risk factor: transfer part-time students retained at 34.1% (n = 44) and completed at 3.6% within 150% (n = 28). First-time part-time students are few (N = 20).

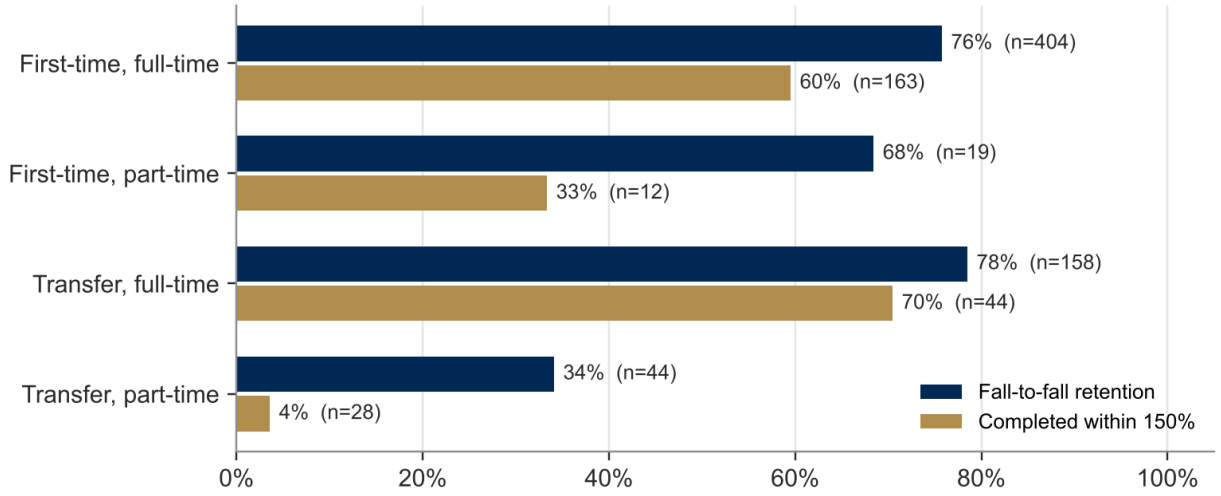
Table 10. Retention and Completion of Degree-Seeking Undergraduates by Entering Status, Cohorts Pooled

Entering status	N	Retained (n of measured)	Retention rate	Completed within 100%	Completed within 150%	Completed within 200%
First-time, full-time	477	306 of 404	75.7%	49.0%	59.5%	62.9%
First-time, part-time	20	13 of 19	68.4%	0.0%	33.3%	‡
Transfer, full-time	176	124 of 158	78.5%	58.1%	70.5%	80.0%
Transfer, part-time	49	15 of 44	34.1%	5.3%	3.6%	‡
First-time, not determined	22	0 of 15	0.0%	‡	‡	‡

Entering status	N	Retained (n of measured)	Retention rate	Completed within 100%	Completed within 150%	Completed within 200%
Transfer, not determined	18	4 of 16	25.0%	‡	‡	‡

Note. Full-time = 12 or more credits attempted in the entering term. "Not determined" = no credits attempted in the entering term; these students largely did not begin attendance. Completion denominators are in the companion workbook (tab T10).

Figure 6. Retention and 150% Completion by Entering Status



Note. n = students measured. Data correspond to Table 10.

Table 11. Fall-to-Fall Retention by Entering Status and Cohort

Entering cohort	FTFT N	FTFT rate	FTPT N	FTPT rate	TRFT N	TRFT rate	TRPT N	TRPT rate
2018–19	49	85.7%	4	‡	16	75.0%	5	‡
2019–20	50	68.0%	4	‡	9	‡	4	‡
2020–21	40	52.5%	5	‡	9	‡	17	11.8%
2021–22	42	76.2%	1	‡	21	81.0%	6	‡
2022–23	35	68.6%	0	—	26	65.4%	4	‡
2023–24	48	85.4%	0	—	19	78.9%	3	‡
2024–25	69	82.6%	2	‡	25	88.0%	2	‡
2025–26	71	77.5%	3	‡	33	75.8%	3	‡

Note. FTFT = first-time full-time; FTPT = first-time part-time; TRFT = transfer full-time; TRPT = transfer part-time. ‡ = fewer than 10 students (suppressed).

8.2 Gender

Female students retained at 58.1% (n = 451) and male students at 55.5% (n = 422), a gap of less than three percentage points. Women completed their intended credential at somewhat higher rates within 150% of normal time (56.0% versus 48.4%). These figures include all entering students.

Table 12. Retention and 150% Completion by Gender and Entering Cohort, All Entering Students

Entering cohort	Female N	Female retention	Female 150%	Male N	Male retention	Male 150%
2018–19	54	72.2%	64.4%	34	67.6%	53.3%
2019–20	46	47.8%	50.0%	40	62.5%	54.8%
2020–21	34	55.9%	51.9%	42	42.9%	28.9%
2021–22	50	58.0%	‡	36	72.2%	‡
2022–23	54	50.0%	40.0%	47	42.6%	‡
2023–24	60	53.3%	‡	70	42.9%	‡
2024–25	62	67.7%	‡	72	68.1%	‡
2025–26	91	57.1%	—	81	53.1%	—
All cohorts	**502**	**58.1%**	**56.0%**	**496**	**55.5%**	**48.4%**

Note. Includes degree-seeking and non-degree-seeking students. Forty-two students with unknown gender (mostly non-degree auditors) are shown in the companion workbook. 150% completion uses only students whose window has closed.

8.3 Race and Ethnicity

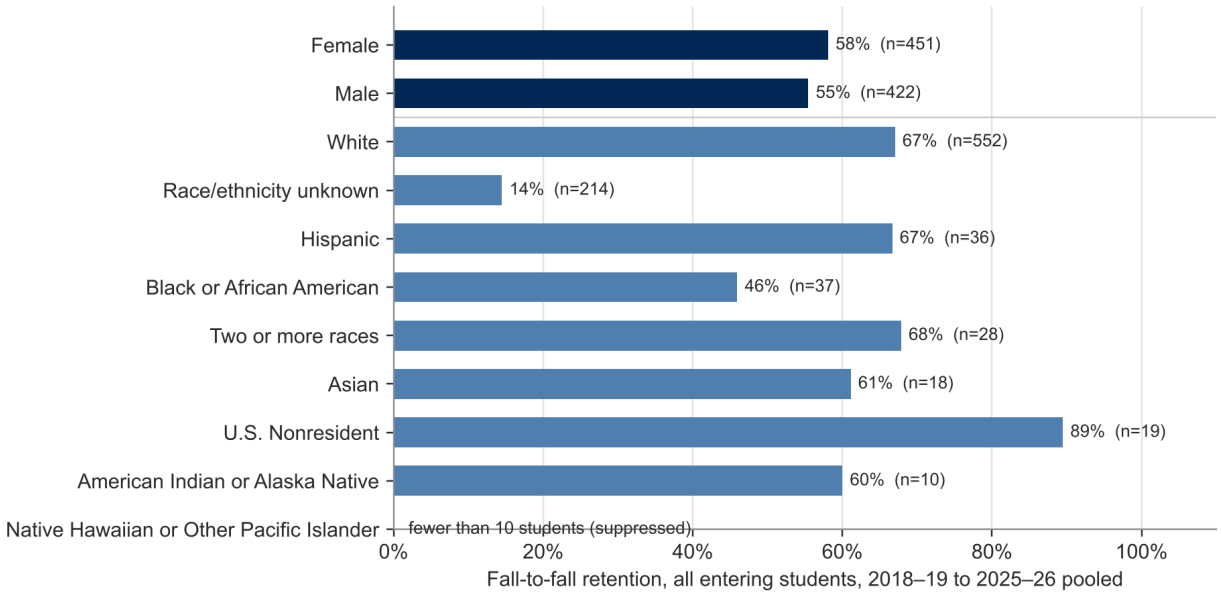
Race and ethnicity follow IPEDS categories. Among groups with at least ten measured students, retention ranged from 46 percent for Black or African American students to 89 percent for U.S. nonresident (international) students. The largest gap in the data, however, is a records gap: students whose race/ethnicity is unknown retained at 14.5 percent, because most of them are non-degree auditors and short-term enrollees who were never expected to return. Results for small groups should be read with caution.

Table 13. Retention and 150% Completion by Race/Ethnicity, All Entering Students, Cohorts Pooled

Race/ethnicity (IPEDS)	N	Retained (n of measured)	Retention rate	Completed within 150%
White	653	370 of 552	67.0%	61.4%
Race/ethnicity unknown	217	31 of 214	14.5%	20.8%
Hispanic	45	24 of 36	66.7%	20.0%
Black or African American	39	17 of 37	45.9%	10.5%
Two or more races	33	19 of 28	67.9%	‡
Asian	21	11 of 18	61.1%	‡
U.S. Nonresident	20	17 of 19	89.5%	90.0%
American Indian or Alaska Native	11	6 of 10	60.0%	‡
Native Hawaiian or Other Pacific Islander	1	‡	‡	—

Note. Includes degree-seeking and non-degree-seeking students. ‡ = fewer than 10 students (suppressed). Cohort-level results for each group are in the companion workbook.

Figure 7. Fall-to-Fall Retention by Gender and Race/Ethnicity



Note. All entering students, 2018–19 to 2025–26 cohorts pooled. Data correspond to Tables 12 and 13.

8.4 Degree Programs

Table 14 reports outcomes by the degree program students pursued. Specific major codes (for example, BSBT, BSEM, BSCOU) were introduced for students entering in 2022–23 and later, so most of these programs have only one to three measured cohorts and no closed bachelor's completion window. Earlier bachelor's students appear under the general "BS" code. Retention by program is therefore the most informative column.

Table 14. Retention, Completion, and Outcomes by Degree Program, Cohorts Pooled

Degree program code	N	Retention rate	100% completion	150% completion	Earned intended credential (n)	Still enrolled fall 2026 (n)
AA	36	52.8%	40.0%	36.0%	17	0
AABS	12	90.0%	‡	‡	0	11
AAYTHMIN	6	‡	—	—	0	5
AAGEN	4	‡	—	—	0	3
AABUS	3	‡	—	—	0	3
AAED	1	‡	‡	—	0	1
BS	325	67.0%	47.1%	62.8%	161	2
BSBT	50	100.0%	‡	—	0	48
BSBIB	41	84.4%	‡	‡	1	33
BSCOU	34	88.5%	—	—	0	31
BSBUS	30	100.0%	—	—	0	29
BSEM	29	95.8%	‡	‡	0	27

Degree program code	N	Retention rate	100% completion	150% completion	Earned intended credential (n)	Still enrolled fall 2026 (n)
BSELED	26	93.8%	—	—	0	24
BSSECED	11	‡	—	—	0	10
BSCIS	8	‡	—	—	0	8
BSESLED	6	‡	—	—	0	5
BSCYBER	5	‡	—	—	0	5
BSCS	4	‡	—	—	0	4
BSICS	3	‡	—	—	0	3
CERT	80	64.1%	59.0%	58.2%	47	0
CERTBS	17	‡	‡	—	0	14
CERTBSTSL	2	—	—	—	0	2
CECBS	1	‡	‡	—	0	1
MABM	17	70.0%	—	—	0	11
MA	7	‡	—	—	0	1

Note. AA = Associate of Arts; BS = Bachelor of Science (with major suffix where recorded: BIB Biblical Studies, BT Bible and Theology, BUS Business, CIS Computer Information Systems, COU Counseling, CS Computer Science, CYBER Cybersecurity, ELED Elementary Education, EM Educational Ministry, ESLED English as a Second Language Education, ICS Intercultural Studies, SECED Secondary Education); CERT = certificate; MA/MABM = Master of Arts programs. ‡ = fewer than 10 students (suppressed).

8.5 Program Level: Graduate and Non-Degree-Seeking Students

The master's program enrolled 24 students in its first two entering classes (17 in 2025–26 and 7 in 2026–27). Of the 17 who could be measured, 8 returned for fall 2026. Non-degree-seeking students are reported by program in Table 15. Their low re-enrollment reflects program design: auditors and gap-year participants typically enroll for one term or one year, and JumpStart and dual-enrolled students are high school students. Each student is counted once, in the program in which he or she first entered Emmaus University.

Table 15. Entering Students and Re-Enrollment for Non-Degree and Graduate Programs, Cohorts Pooled

Program	N	Returned next fall (n of measured)	Return rate	Enrolled fall 2026 (n)
Auditor	143	15 of 143	10.5%	1
Non-Degree Seeker	44	5 of 41	12.2%	3
Gap-Year Programs	30	0 of 27	0.0%	3
JumpStart	26	5 of 20	25.0%	9
Dual Enrolled	7	‡	‡	0
Acadeum	2	‡	‡	0

Program	N	Returned next fall (n of measured)	Return rate	Enrolled fall 2026 (n)
Cross-Registered	2	‡	‡	0
Graduate (master's)	24	8 of 17	47.1%	12

Note. Program at entry. ‡ = fewer than 10 students (suppressed).

9. Interpretation and Use of Results

Three conclusions stand out. First, students who enter full-time, first-time, or transfer are retained at rates between 75 and 79 percent, and most who persist past the second year complete or remain enrolled. Second, part-time entry, especially among transfer students, is associated with about one-third retention and very low completion, pointing to a need for structured onboarding, advising, and course scheduling designed for part-time and working adults. Third, bachelor's completion continues to rise well after four years, so six- and eight-year rates give a more complete picture of student success at Emmaus than the four-year rate alone.

The Office of Institutional Effectiveness recommends using these results in the annual assessment cycle to set retention targets by entering status, reviewing program-level retention as specific major codes accumulate more cohorts, and updating this report each fall as additional completion windows close.

Purpose. Section 9 of the report draws three conclusions and recommends how the results should be used. This addendum turns those conclusions into specific action steps. Each step names the finding and baseline it responds to (with the number of students behind it), a proposed lead, a timeline, a measurable target, and the data source that will show whether the target was met.

Status. Leads, timelines, and targets are proposed by the Office of Institutional Effectiveness (OIE) for review and approval by academic leadership. They become commitments only after approval, and the plan will be updated as steps are completed.

How progress will be measured. Unless noted otherwise, progress will be measured each October with the Populi Data Slicer report "IE – 8-Year Retention & Graduation (IPEDS 100/150/200%) Fall 2018–Fall 2026" and reported in the updated report and companion workbook. Targets will be reported with the cohort size (N) and the number of students measured (n).

Table A1. Section 9 Action Steps, Leads, Timelines, and Measures of Success

No.	Finding from Section 9 (baseline and count)	Action step	Proposed lead (to confirm)	Timeline	Measure of success or target	Data source
Conclusion 1. Part-time entry, especially among transfer students, is the strongest risk signal (Report Section 8.1, Tables 10–11).						
1.1	Transfer part-time students retained at 34.1% (15 of 44) and completed within 150% at 3.6% (n = 28).	Tag every part-time entrant in Populi at registration so advisors and faculty can see entering status.	Registrar	Before spring 2027 term start	100% of part-time entrants tagged each term.	Populi tag report
1.2	Same as 1.1; first-time part-time retention 68.4% (13 of 19).	Require an advising contact within the first three weeks and a midterm check-in for every part-time entrant.	Academic advising	Spring 2027, then every term	At least 90% of part-time entrants have both contacts documented.	Advising notes in Populi
1.3	Part-time and working students take longer to finish (Section 6).	Publish a part-time degree map for each major showing evening, online, and summer course sequencing.	Chief Academic Officer with program directors	For the 2027–28 catalog	Degree map published for every bachelor's major.	Catalog; program pages
1.4	Baseline: transfer part-time retention 34.1% (n = 44), pooled 2018–19 to 2025–26.	Set and monitor a retention target for part-time entrants.	OIE	Measured fall 2028 for 2027–28 entrants	Transfer part-time retention of 50% or higher (reported with n).	Saved Populi report; workbook tab T11
Conclusion 2. Full-time students retain at 75–79% and most who persist past year two complete or remain enrolled (Tables 2, 4, 10).						
2.1	First-time full-time retention 75.7% (306 of 404); transfer full-time 78.5% (124 of 158).	Run an early-alert review at week four on attendance and first graded work for all first-year students.	Academic advising with faculty	Fall 2027 entering class	Alerts closed out (contact made) for at least 90% of flagged students.	Early-alert log

No.	Finding from Section 9 (baseline and count)	Action step	Proposed lead (to confirm)	Timeline	Measure of success or target	Data source
2.2	Largest drop occurs between entry and year two (Table 4: pooled 70.4% at year 2).	Contact every degree-seeking student not registered for the next fall by April 15 (spring) and July 15 (summer).	Registrar and academic advising	Spring 2027, then annually	First-time full-time retention of 80% or higher for the 2026–27 cohort.	Saved Populi report; tab T2
2.3	40 degree-seeking entrants attempted no credits in their entering term (“not determined”).	Follow up on admitted, registered students who never attend, and document the no-show rule used in cohort reporting.	Admissions and Registrar	Spring 2027	Written no-show rule adopted; no-shows resolved within the term.	Populi enrollment records
Conclusion 3. Bachelor’s completion continues to rise well after four years (Table 5: 41.0% at 4 years, 52.4% at 6, 69.8% at 8).						
3.1	Bachelor’s completion within 150%: 52.4% (86 of 164).	Run a degree audit for every student at 90 earned credits and send a written graduation plan.	Registrar and academic advising	Beginning spring 2027	At least 95% of students at 90+ credits have a completed audit.	Populi degree audit
3.2	73 degree-seeking undergraduates left with an embedded credential other than the one pursued (Table 9).	Contact stopped-out students who hold an embedded certificate and are within 30 credits of a degree, offering a return plan.	Academic advising with Global Campus	Summer 2027	Contact list built; return plans offered to all eligible students.	Workbook tab T9; Populi
3.3	Four-year rates alone understate completion at Emmaus.	Publish 100%, 150%, and 200% rates, each with its N and measured n, on the student achievement web page.	OIE	With this report; updated each October	Web page shows all three windows with counts.	This report

No.	Finding from Section 9 (baseline and count)	Action step	Proposed lead (to confirm)	Timeline	Measure of success or target	Data source
Recommended uses: data quality, cohort review, and annual cycle (Executive Summary; Section 2.6).						
4.1	2020–21 cohort retained 50.0% (36 of 72); 2022–23 retained 62.3% (43 of 69).	Review exit reasons and entering-status mix for these two cohorts to separate pandemic, records, and program effects.	OIE	Spring 2027	Written findings presented to academic leadership.	Saved Populi report; tabs T2, T11
4.2	217 entering students have unknown race/ethnicity (retention 14.5%), mostly non-degree records.	Make race/ethnicity a required admission field and backfill current students through a records update request.	Admissions and Registrar	Fall 2027 entering class	Unknown race/ethnicity under 10% of degree-seeking entrants.	Populi; tab T13
4.3	Populi lacks exit reasons for death and official church mission (IPEDS allowable exclusions).	Add the two exit reasons in Populi and record them going forward.	Registrar	Spring 2027	Exit reasons available and used.	Populi settings
4.4	Specific major codes began in 2022–23; earlier bachelor's students carry the generic "BS" code.	Require a declared major code at admission and review program-level retention each year.	Registrar with program directors	Fall 2027 entering class	Generic "BS" code not used for new entrants.	Populi; tab T14
4.5	Master's program: 8 of 17 returned for a second fall (47.1%).	Track master's retention each term and report the first 150% completion when the window closes.	Graduate program director with OIE	Each fall; first window closes 2028	Master's retention reported with n each fall.	Saved Populi report; tab T15
4.6	Many completion windows are still open (Tables 5–8).	Re-run the saved Populi report each October and refresh the report, workbook, and web page.	OIE	Every October	Updated report posted by November 1 each year.	Saved Populi report

Note. Baselines come from the report tables cited in each group heading and from the companion workbook tabs named in the Data source column. Rates based on fewer than ten students are not used as targets. "Proposed lead" identifies the office expected to carry out the step, pending confirmation.

10. Notes and Definitions

- N — the number of students in the cohort or group.
- n of measured — the number of students who met the outcome, out of those whose measurement window has closed.
- ‡ — suppressed; fewer than ten students in the denominator.
- — (dash) — not yet measurable; no student's window has closed.
- Normal time — the published length of a program: certificate 1 year, associate 2 years, bachelor's 4 years, master's 2 years.
- IPEDS — the Integrated Postsecondary Education Data System of the U.S. Department of Education, National Center for Education Statistics.
- Companion workbook — "Emmaus_8-Year_Retention_Graduation_Analysis.xlsx" contains every table in this report with live formulas, the underlying counts, and the charts.

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