



Retention and Graduation Outcomes

Eight entering cohorts, Fall 2018 to Fall 2025, with graduation at 100%, 150%, and 200% of normal time

Summary

94 students entered in eight fall cohorts; cohorts ranged from 7 to 17 students	56% retained 53 of 94 returned the following fall (or had already finished)	15% at 150% 10 of 65 students whose 150% window has closed earned the credential they sought
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1. Why does this report exist?

This report satisfies outcomes assessment and transparency for both the accreditor and the Department of Education regarding retention and graduation rates. This report replaces the bare percentages. Every rate below appears with its numerator and its denominator, written as “x of n,” for each of eight entering cohorts. The report follows IPEDS guidance for the formula and tracking mechanism for the student life cycle. Graduation is reported at three points: 100%, 150%, and 200% of the normal time to finish the credential each student was pursuing, so readers can see both on-time completion and the longer paths part-time and working students take.

2. How are the rates calculated?

Who is in a cohort

- A student enters a cohort when his or her first term at Horizon (the Populi “entrance term”) is a fall term, online or at the CCBCHU site, and the student is enrolled in that term.
- The student must be pursuing a credential: a bachelor’s, associate, or master’s degree, the Diploma in Biblical Studies, or a certificate. Dual-credit high-school students and students taking courses with no credential on record are not counted.
- Students who died or left to serve on an official church mission are removed, as ABHE permits. Across the eight cohorts, that is 1 student.

What counts as retained?

A student is retained if he or she enrolled again in the following fall term at any Horizon site or had already earned a credential before that fall.

What counts as graduated, and when?

A student has graduated within a window when Populi records the credential sought (or a higher one) as granted before the window closes. Windows are measured from August 15 of the entering fall and depend on the normal length of the credential:

Credential sought	Normal time (100%)	150% window	200% window
Bachelor's degree	4 years	6 years	8 years
Associate degree	2 years	3 years	4 years
Diploma in Biblical Studies	2 years	3 years	4 years
Certificate	1 year	18 months	2 years
Master of Arts	2 years	3 years	4 years
Master of Divinity	3 years	4.5 years	6 years

Table 1. Normal time by credential. The eight-year span of the report matches the 200% window of a bachelor's degree; the Fall 2018 cohort is the first whose every window has closed.

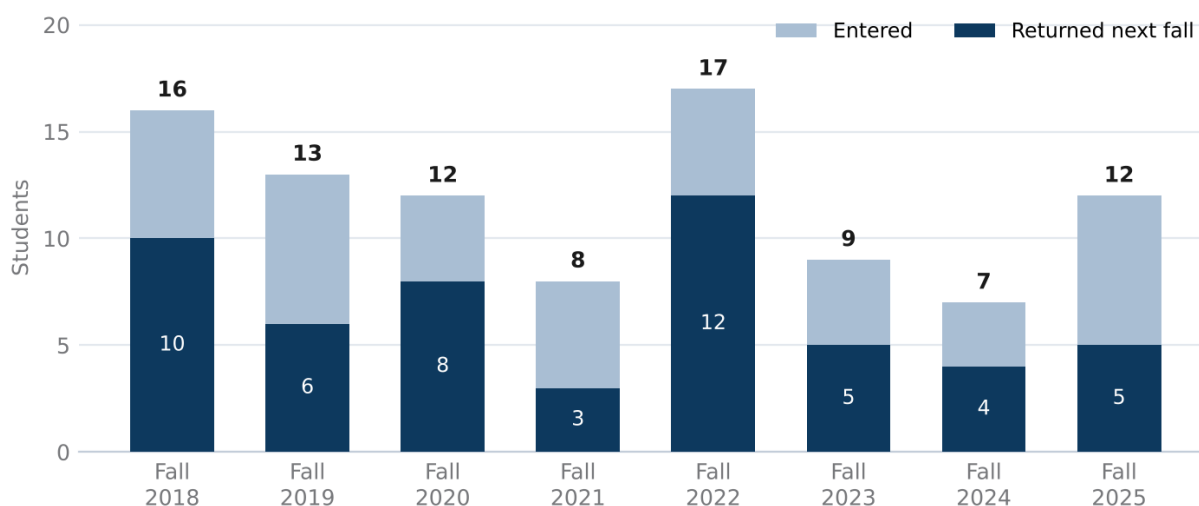
A rate is calculated only over students whose window has closed by census in October. In a cohort that mixes bachelor's and associate students, the associate students' windows close first, so the number "measurable" at a given point can be smaller than the cohort. Where no student in a cohort has reached the end of a window yet, the table says, "In progress." Where fewer than five students are measurable, the counts are shown, but the percentage is not, because a rate on two or three students says more about individuals than about the program.

3. Results for all eight cohorts

Entering cohort	Cohort size	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
Fall 2018	16	10 of 16 · 62.5%	2 of 16 · 12.5%	2 of 16 · 12.5%	2 of 16 · 12.5%
Fall 2019	13	6 of 13 · 46.2%	3 of 13 · 23.1%	3 of 13 · 23.1%	0 of 7 · 0.0%
Fall 2020	12	8 of 12 · 66.7%	1 of 12 · 8.3%	1 of 12 · 8.3%	1 of 6 · 16.7%
Fall 2021	8	3 of 8 · 37.5%	0 of 8 · 0.0%	0 of 7 · 0.0%	0 of 7 · 0.0%
Fall 2022	17	12 of 17 · 70.6%	5 of 17 · 29.4%	3 of 9 · 33.3%	3 of 9 · 33.3%
Fall 2023	9	5 of 9 · 55.6%	0 of 8 · 0.0%	1 of 8 · 12.5%	1 of 2 (rate not shown)
Fall 2024	7	4 of 7 · 57.1%	1 of 6 · 16.7%	In progress	In progress
Fall 2025	12	5 of 12 · 41.7%	In progress	In progress	In progress
All eight cohorts	94	53 of 94 · 56.4%	12 of 80 · 15.0%	10 of 65 · 15.4%	7 of 47 · 14.9%

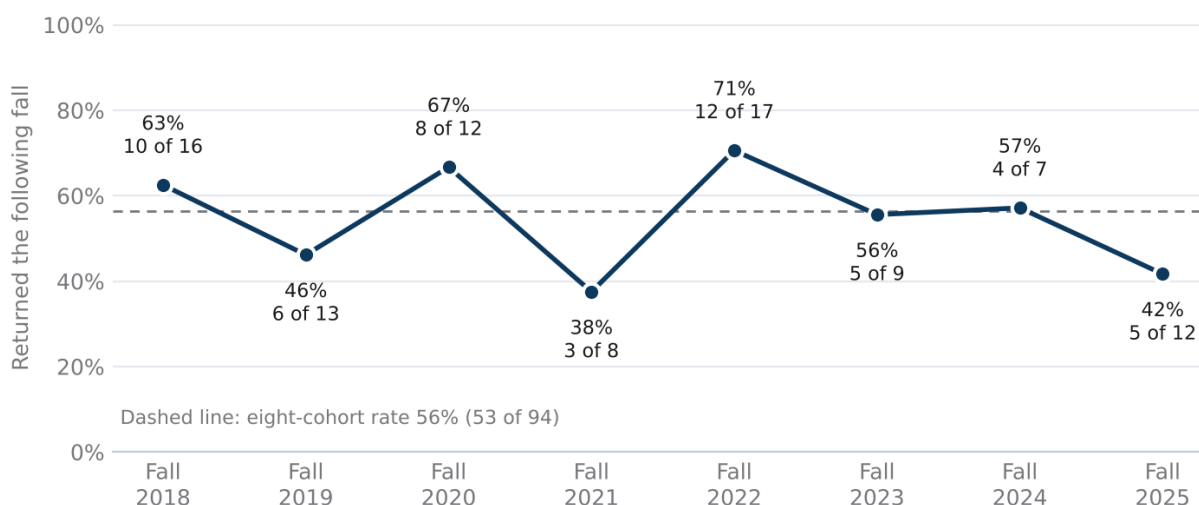
Table 2. Retention and graduation by entering fall cohort, all credential-seeking students. Each cell reads "students who met the measure of students measured · rate."

Figure 1. Students entering each fall, and how many returned the next fall



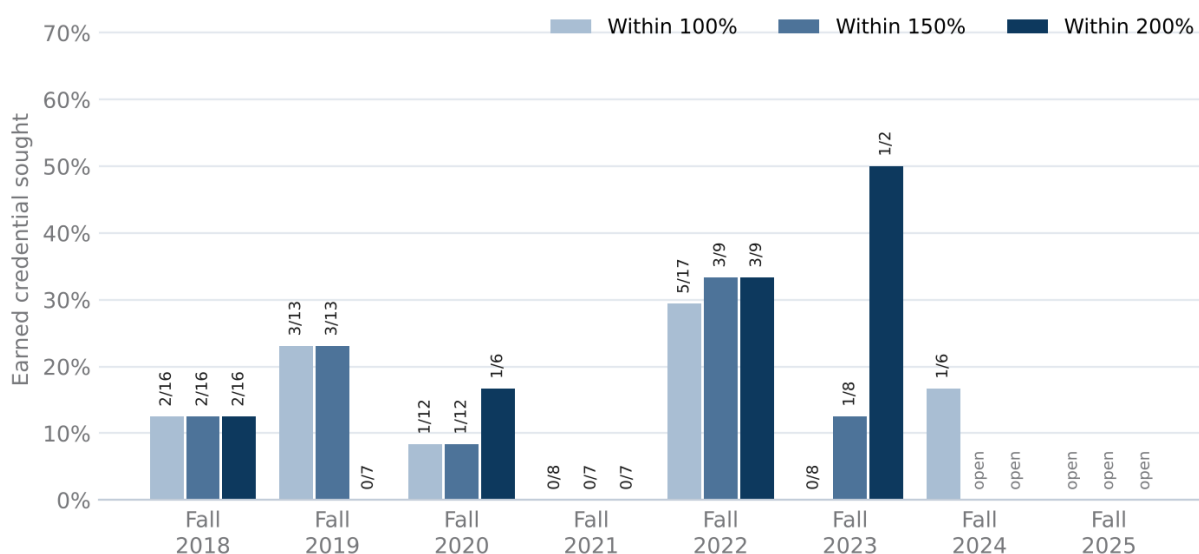
The light bar is the full cohort; the dark bar is the part of it that returned. Cohorts ranged from 7 to 17 students.

Figure 2. Fall-to-fall retention rate, with the count behind each point



Retention for the eight cohorts together is 56.4% (53 of 94). The lowest point, Fall 2021, rests on 8 students; the highest, Fall 2022, on 17.

Figure 3. Graduation within 100%, 150% and 200% of normal time



Each bar is labeled graduates/measurable students. “Open” marks a window no member of the cohort has reached yet. The 200% bar for Fall 2023 rests on 2 diploma and certificate students and should not be read as a rate.

What the eight cohorts show

- Retention is steadier than any single year suggests. Over eight cohorts, 53 of 94 students (56.4%) came back the next fall. Single-year rates run from 38% (3 of 8, Fall 2021) to 71% (12 of 17, Fall 2022); a difference of one or two students explains most of that range.
- Graduation is the weaker measure. Of the 65 students whose 150% window has closed, 10 (15.4%) earned the credential they sought. Of the 47 whose 200% window has closed, 7 (14.9%) did.
- Little is gained after 150% of normal time. Pooled, the 150% rate (15.4%) and the 200% rate (14.9%) are nearly the same, so students who finish tend to do so within 1.5 times the normal length.
- The Fall 2022 cohort is the strongest on both measures: 12 of 17 returned, and 5 of 17 finished within normal time.

4. Disaggregation by Undergraduate and graduate students

Undergraduates make up 84 of the 94 students in the eight cohorts; graduate students make up 10. The graduate cohorts are small enough, never more than three students in a year, that the graduate table reports counts and suppresses yearly rates.

Undergraduate

Entering cohort	Cohort size	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
Fall 2018	16	10 of 16 · 62.5%	2 of 16 · 12.5%	2 of 16 · 12.5%	2 of 16 · 12.5%
Fall 2019	13	6 of 13 · 46.2%	3 of 13 · 23.1%	3 of 13 · 23.1%	0 of 7 · 0.0%
Fall 2020	11	7 of 11 · 63.6%	1 of 11 · 9.1%	1 of 11 · 9.1%	1 of 5 · 20.0%
Fall 2021	5	1 of 5 · 20.0%	0 of 5 · 0.0%	0 of 4 (rate not shown)	0 of 4 (rate not shown)
Fall 2022	15	11 of 15 · 73.3%	5 of 15 · 33.3%	3 of 8 · 37.5%	3 of 8 · 37.5%
Fall 2023	9	5 of 9 · 55.6%	0 of 8 · 0.0%	1 of 8 · 12.5%	1 of 2 (rate not shown)
Fall 2024	5	4 of 5 · 80.0%	1 of 4 (rate not shown)	In progress	In progress
Fall 2025	10	4 of 10 · 40.0%	In progress	In progress	In progress
All eight cohorts	84	48 of 84 · 57.1%	12 of 72 · 16.7%	10 of 60 · 16.7%	7 of 42 · 16.7%

Table 3. Undergraduate students (bachelor's, associate, diploma and certificate).

Graduate

Entering cohort	Cohort size	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
Fall 2018	0	No entrants	—	—	—
Fall 2019	0	No entrants	—	—	—
Fall 2020	1	1 of 1 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)
Fall 2021	3	2 of 3 (rate not shown)	0 of 3 (rate not shown)	0 of 3 (rate not shown)	0 of 3 (rate not shown)
Fall 2022	2	1 of 2 (rate not shown)	0 of 2 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)
Fall 2023	0	No entrants	—	—	—
Fall 2024	2	0 of 2 (rate not shown)	0 of 2 (rate not shown)	In progress	In progress
Fall 2025	2	1 of 2 (rate not shown)	In progress	In progress	In progress
All eight cohorts	10	5 of 10 · 50.0%	0 of 8 · 0.0%	0 of 5 · 0.0%	0 of 5 · 0.0%

Table 4. Graduate students (Master of Arts and Master of Divinity). Pooled across eight cohorts, 5 of 10 graduate students returned the next fall. None of the 5 graduate students whose 150% window has closed has a master's degree recorded as granted.

By credential sought

Credential sought	Students	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
Bachelor's degree	33	18 of 33 · 54.5%	7 of 27 · 25.9%	5 of 19 · 26.3%	2 of 7 · 28.6%
Associate degree	18	9 of 18 · 50.0%	2 of 13 · 15.4%	2 of 11 · 18.2%	1 of 10 · 10.0%
Diploma	28	17 of 28 · 60.7%	3 of 27 · 11.1%	3 of 25 · 12.0%	3 of 20 · 15.0%
Certificate	5	4 of 5 · 80.0%	0 of 5 · 0.0%	0 of 5 · 0.0%	1 of 5 · 20.0%
Master's degree	10	5 of 10 · 50.0%	0 of 8 · 0.0%	0 of 5 · 0.0%	0 of 5 · 0.0%

Table 5. Eight cohorts pooled, by the credential each student was pursuing at entry.

5. Disaggregation Results by Degree Program

The tables below follow each entering student in the program he or she was pursuing at entry, pooled across the eight cohorts so that each program has enough students to describe. Programs with no entering fall students in these years are listed so that their absence is visible rather than hidden. Where a program had fewer than five entrants, or fewer than five students are measurable at a point, the counts are shown, and the percentage is withheld.

Undergraduate programs

Degree program	Entrants	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
BA in Biblical Studies	11	6 of 11 · 54.5%	2 of 11 · 18.2%	2 of 9 · 22.2%	0 of 2 (rate not shown)
BA in Organizational Leadership	9	4 of 9 · 44.4%	1 of 5 · 20.0%	0 of 3 (rate not shown)	0 of 1 (rate not shown)
BA in Leadership and Ministry	6	4 of 6 · 66.7%	4 of 6 · 66.7%	3 of 5 · 60.0%	2 of 4 (rate not shown)
BA in Biblical Counseling	7	4 of 7 · 57.1%	0 of 5 · 0.0%	0 of 2 (rate not shown)	In progress
BA in Chaplaincy	0	No fall entrants	—	—	—
BA in TESOL	0	No fall entrants	—	—	—
AA in Biblical Studies (code AABSC)	9	5 of 9 · 55.6%	2 of 4 (rate not shown)	2 of 2 (rate not shown)	1 of 1 (rate not shown)
AA in Biblical Studies (code AABSO)	9	4 of 9 · 44.4%	0 of 9 · 0.0%	0 of 9 · 0.0%	0 of 9 · 0.0%
Diploma in Biblical Studies (HZN-DBS)	28	17 of 28 · 60.7%	3 of 27 · 11.1%	3 of 25 · 12.0%	3 of 20 · 15.0%
Certificate (code CBC)	1	1 of 1 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)
Certificate (code CBS)	0	No fall entrants	—	—	—
Certificate (code CCH)	1	1 of 1 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)
Certificate (code CTE)	3	2 of 3 (rate not shown)	0 of 3 (rate not shown)	0 of 3 (rate not shown)	1 of 3 (rate not shown)

Degree program	Entrants	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
All undergraduate programs	84	48 of 84 · 57.1%	12 of 72 · 16.7%	10 of 60 · 16.7%	7 of 42 · 16.7%

Table 6. Undergraduate programs, eight entering cohorts pooled (Fall 2018 to Fall 2025). The two AA rows are the two associate program codes Populi carries; the Registrar can confirm which site or version each represents.

Graduate programs

Degree program	Entrants	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
MA in Biblical Studies	6	3 of 6 · 50.0%	0 of 5 · 0.0%	0 of 4 (rate not shown)	0 of 4 (rate not shown)
MA in Leadership and Ministry	2	1 of 2 (rate not shown)	0 of 2 (rate not shown)	0 of 1 (rate not shown)	0 of 1 (rate not shown)
MA in Biblical Counseling	0	No fall entrants	—	—	—
MDiv in Biblical Studies	1	1 of 1 (rate not shown)	In progress	In progress	In progress
MDiv in Leadership and Ministry	1	0 of 1 (rate not shown)	0 of 1 (rate not shown)	In progress	In progress
All graduate programs	10	5 of 10 · 50.0%	0 of 8 · 0.0%	0 of 5 · 0.0%	0 of 5 · 0.0%

Table 7. Graduate programs, eight entering cohorts pooled. No master's degree is recorded as granted to a graduate student in these fall cohorts; see section 8 on granted dates before publishing this row.

Entrants by degree program and year of entrance

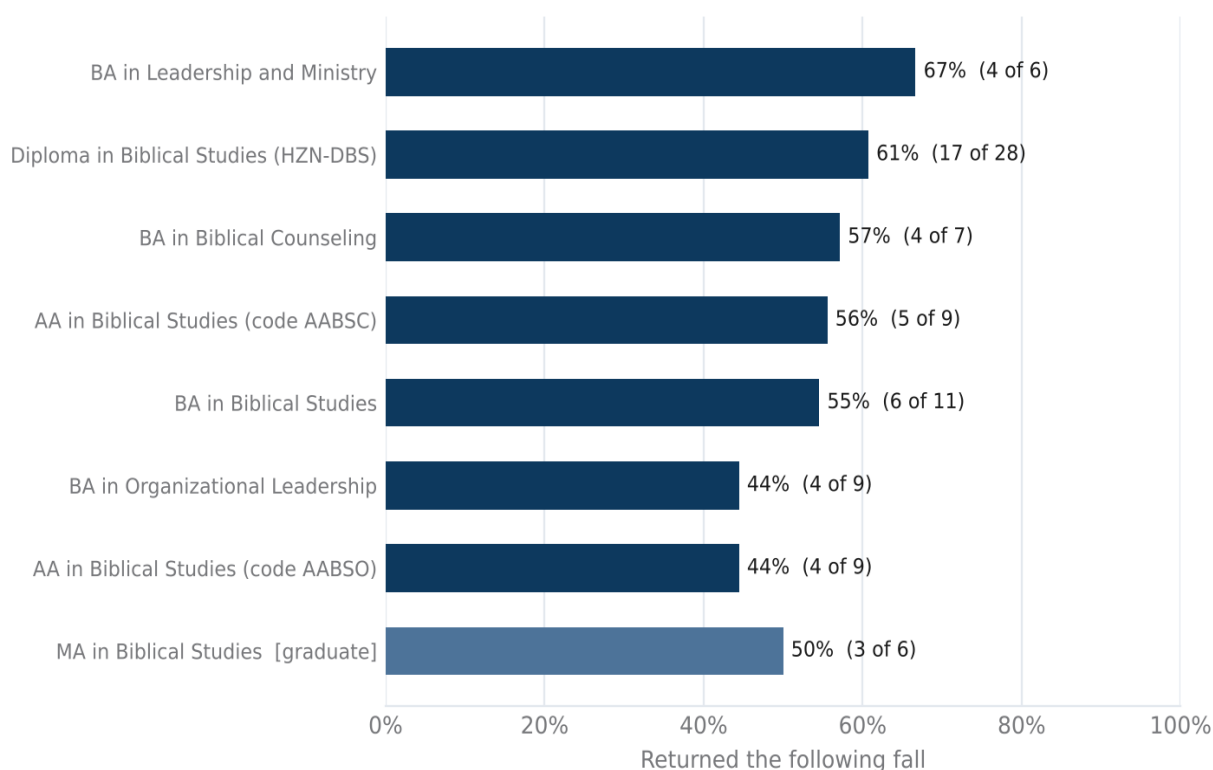
The data are disaggregated by an 8-year trend rate and tracked based on the allowable IPEDS 100%, 150%, 200%. The table below shows where each program's students came from:

- the number who entered each fall, for every degree program Horizon offers, including programs with no entrants.
- Each student's 100%, 150% and 200% windows are measured from his or her own entering fall.
- Counts only are shown because most program-year groups have fewer than five students;
- Appendix A gives retention and graduation within 100%, 150%, and 200% for every program and entering year.

Degree program	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Total
BA in Biblical Studies	2	4	3	0	2	0	0	0	11
BA in Organizational Leadership	1	1	1	0	2	1	1	2	9
BA in Leadership and Ministry	4	1	0	0	1	0	0	0	6
BA in Biblical Counseling	0	0	2	1	2	0	0	2	7
BA in Chaplaincy	0	0	0	0	0	0	0	0	0
BA in TESOL	0	0	0	0	0	0	0	0	0
AA in Biblical Studies (code AABSC)	0	0	0	0	1	1	2	5	9
AA in Biblical Studies (code AABSO)	0	1	3	4	1	0	0	0	9
Diploma in Biblical Studies (HZN-DBS)	7	6	2	0	5	5	2	1	28
Certificate (code CBC)	0	0	0	0	1	0	0	0	1
Certificate (code CBS)	0	0	0	0	0	0	0	0	0
Certificate (code CCH)	0	0	0	0	0	1	0	0	1
Certificate (code CTE)	2	0	0	0	0	1	0	0	3
All undergraduate	16	13	11	5	15	9	5	10	84
MA in Biblical Studies	0	0	1	3	0	0	1	1	6
MA in Leadership and Ministry	0	0	0	0	1	0	1	0	2
MA in Biblical Counseling	0	0	0	0	0	0	0	0	0
MDiv in Biblical Studies	0	0	0	0	0	0	0	1	1
MDiv in Leadership and Ministry	0	0	0	0	1	0	0	0	1
All graduate	0	0	1	3	2	0	2	2	10

Table 8. Credential-seeking students entering each fall, by the degree program pursued at entry. Zeros are shown in gray so that a program's absence in a year is visible. Totals match Tables 6 and 7.

Figure 4. Fall-to-fall retention by degree program (programs with five or more entrants)



Each bar is labeled with the rate and the count behind it. Programs with fewer than five entrants appear in Tables 6 and 7 only.

What the program view adds?

- The BA in Leadership and Ministry stands out on completion: of 5 students measurable at 150%, 3 finished. No other program with five or more measurable students comes close.
- The Diploma in Biblical Studies is the largest single program in these cohorts (28 entrants) and retains well (60.7%), yet only 3 of 25 have a diploma recorded within 150%. That gap is the first place to check granted-date records.
- The two lowest-retaining programs with five or more entrants are the BA in Organizational Leadership and the online-coded AA in Biblical Studies, each at 44.4% (4 of 9).
- The BA in Chaplaincy, BA in TESOL, and MA in Biblical Counseling had no fall entrants from Fall 2018 to Fall 2025, so we cannot report them yet; the 2026 cohorts will be their first.

6. Why retention is where it is?

Of the 94 students who entered in these eight fall cohorts, 41 did not return the following fall. This section asks three questions of the records: how Horizon's rate compares with national figures, whether the losses fall on any group of students, and what Populi records about when and why students left. Graduates are separated out throughout, so that a student who finished is never counted as a loss.

How Horizon compares?

Benchmark	Retention	Basis
NCES — private nonprofit 4-year, all	81%	First-time, full-time students entering fall 2019, retained fall 2020
NCES — private nonprofit 4-year, open admissions	64%	Same cohort; the least-selective group, closest to Horizon's admissions policy
National Student Clearinghouse — all starters	68.2%	Students starting fall 2022, retained at the same institution
National Student Clearinghouse — full-time starters	74.5%	Same cohort
National Student Clearinghouse — part-time starters	45.7%	Same cohort; starters aged 21 and older did not exceed 50%
ABHE Annual Institutional Update — explanation threshold	36%	ABHE asks for an explanation below this rate; it is a floor, not an average

Table 9. National benchmarks for fall-to-fall retention. NCES: Condition of Education, Undergraduate Retention and Graduation Rates. National Student Clearinghouse: Persistence and Retention, fall 2022 starters. ABHE: Annual Institutional Update, Admissions/Retention section.

Horizon's eight-cohort rate of 56.4% sits below the 64% that NCES reports for open-admission private nonprofit colleges and the 68.2% the Clearinghouse reports for all students starting college. Both figures are dominated by traditional students who enroll full-time soon after high school; the NCES figure counts only first-time, full-time students. Horizon's entrants are different. 59 of 94 (62.8%) were part-time in their first fall, 66 entered online, and 60 are 25 or older today.

National retention for part-time starters is 45.7%, against 74.5% for full-time starters. Weighting those two national rates by Horizon's own mix of full- and part-time entrants gives an expected rate of 56.4%, which is Horizon's actual rate to the decimal.

Horizon retains about as many students as national experience predicts for a student body like its own, and well above the 36% at which ABHE asks for an explanation. Horizon's full-time entrants return at 57.1% (20 of 35), well short of the 74.5% national figure, while its part-time entrants return at 55.9%, above the national 45.7%.

Who does not return?

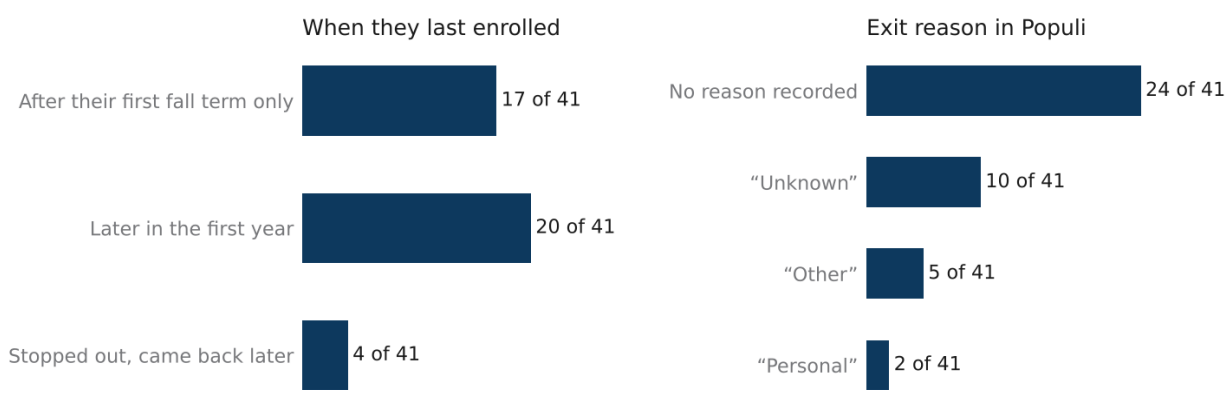
Student group	Entrants	Returned the next fall
Full-time in entering fall	35	20 of 35 · 57.1%
Part-time in entering fall (incl. Fall 2018, status not recorded)	59	33 of 59 · 55.9%
Entered online	66	37 of 66 · 56.1%
Entered at CCBCHU	28	16 of 28 · 57.1%
Under 25 (current age)	34	20 of 34 · 58.8%
25 or older (current age)	60	33 of 60 · 55.0%
Bachelor's degree	33	18 of 33 · 54.5%
Associate degree	18	9 of 18 · 50.0%
Diploma in Biblical Studies	28	17 of 28 · 60.7%
Certificate	5	4 of 5 · 80.0%
Master's degree	10	5 of 10 · 50.0%
All entrants	94	53 of 94 · 56.4%

Table 10. Fall-to-fall retention by student group, eight cohorts pooled. Age is the student's age today, which Populi reports; age at entry would be a few years younger. Fall 2018 entrants are counted as part-time because Populi holds no full-time status for that term.

The losses are not concentrated in a particular program of choice. Online and CCBCHU entrants return at almost the same rate (56.1% and 57.1%), as do full- and part-time students, younger and older students, and bachelor's, associate, diploma and master's students: every group with five or more students falls between 50% and 61%. No single program, site, or population explains the attrition rate.

When they leave?

Figure 5. The 41 students who did not return: when they last enrolled, and the exit reason Populi records

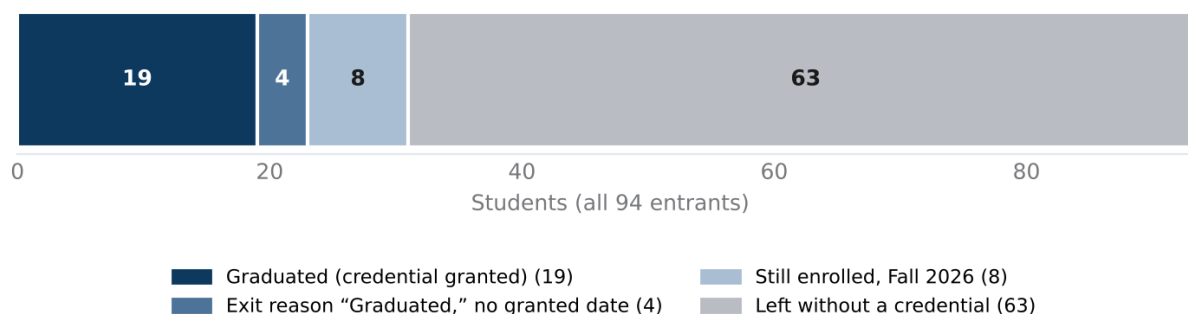


Timing comes from each student's last term of enrollment in Populi (Student's Last Term). Reasons are the values in Populi's Exit Reason field.

Of the 41 who did not return, 37 last enrolled during their first year, and 17 never enrolled again after their very first fall term. Only 4 returned in a later year; one is enrolled this fall, and none has earned a credential since. Horizon loses most of its students in the first term and in the transition from the first fall to the next term.

Why they leave: what the exit records say?

Figure 6. What became of all 94 entrants, graduates separated



Status as of October 8, 2026. "Graduated" means Populi records a credential granted after entry, at any point; it is wider than the 100%/150%/200% windows used elsewhere in this report.

Separating graduates first: 19 of the 94 have a credential granted, 4 more carry an exit reason of "Graduated" with no granted date, and 8 are still enrolled this fall. That leaves 63 students who left without a credential.

For those 63, Populi cannot say why. 55 of them (87.3%) have no usable exit reason: 38 have the field blank, and 17 are recorded as "Unknown." Of the rest, 6 are "Other" and 2 "Personal"; none is recorded as a transfer, an academic dismissal, a financial reason, or a health reason. Among the 41 who did not return the next fall, the same pattern holds: 34 of 41 (82.9%) have no usable reason.

The gap is recent and procedural rather than permanent. In the Fall 2018 cohort, 4 of the 6 students who did not return have a specific reason recorded. From the Fall 2019 cohort on, 3 of 35 do. Exit reasons were entered once and then largely stopped, so the honest answer to "why is retention low?" is that the institution hasn't been recording the evidence that would tell it.

One further pattern is visible without the reasons. Of the 63 who left without a credential, 23 had come back for a second fall before leaving: 37 last enrolled in their first year, 18 in their second and 8 in their third year or later. Fall-to-fall retention captures only the first of these losses; more than a third of those who left without finishing (23 of 63) did so after clearing the first-year mark.

What would change the picture?

- **Make the exit reason required.** Populi should not allow a student to be made inactive without a reason chosen from a short list: finances, work or family, health, ministry calling or relocation, transferred, academic difficulty, program not a fit, no

contact—backed by a brief exit conversation or survey. Within a year, this would answer the question this section cannot.

- **Reach every first-fall student who has not registered for the next term.** 17 of the 41 non-returned never enrolled after their first fall. A call or meeting before registration closes for the following term is the single best point to reach students.
- **Focus first on full-time entrants.** Their 57.1% retention is the one rate clearly below its national comparison (74.5%).
- **Find out how many transferred.** A Student Tracker query through the National Student Clearinghouse would show how many of the 63 enrolled elsewhere. ABHE counts transfers-out in its completion measure, so some of these students may not be losses at all.
- **Complete the graduation records.** Confirm the 4 students marked “Graduated” without a granted date, and the Diploma in Biblical Studies records generally, before the graduation rates are published.

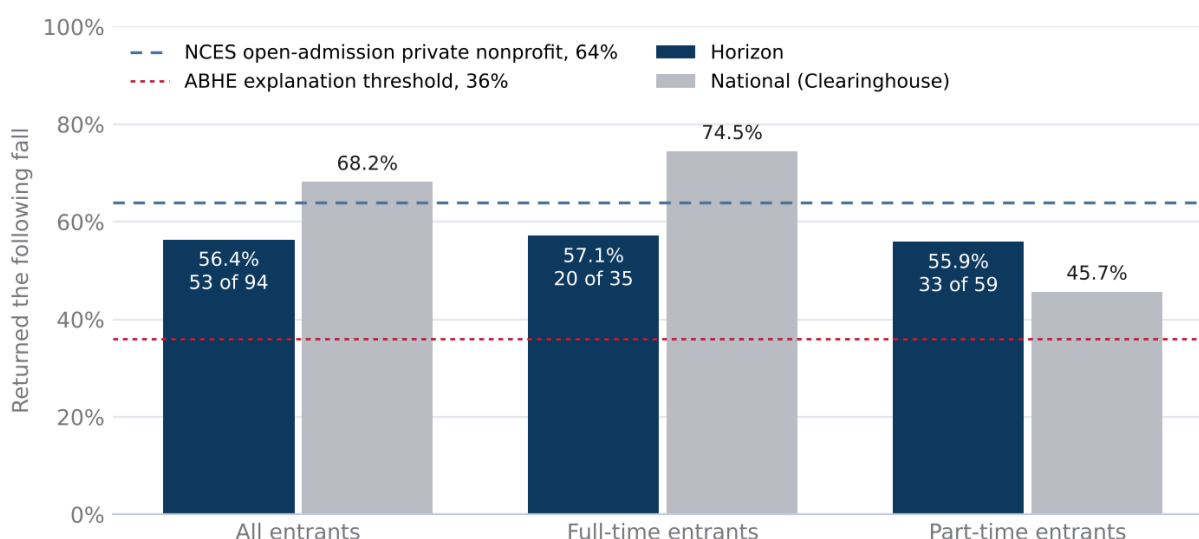
7. Closing the gap to national benchmarks

This section sets Horizon’s results beside the national figures, converts each gap into the number of students it represents, and proposes targets and steps to close the gaps that matter. The national figures are much larger and target more traditional populations, so they are reference points, not like-for-like comparisons; the full-time comparison is the closest match.

Measure and benchmark	Horizon	Benchmark	Gap (points)	More students needed, 8 cohorts	Per entering cohort
Retention: all entrants vs NCES open-admission private nonprofit	53 of 94 · 56.4%	64.0%	–7.6	8	1.0
Retention: all entrants vs Clearinghouse, all starters	53 of 94 · 56.4%	68.2%	–11.8	12	1.5
Retention: all entrants vs NCES private nonprofit, all	53 of 94 · 56.4%	81.0%	–24.6	24	3.0
Retention: full-time entrants vs Clearinghouse, full-time	20 of 35 · 57.1%	74.5%	–17.4	7	0.9
Retention: part-time entrants vs Clearinghouse, part-time	33 of 59 · 55.9%	45.7%	+10.2	Already met	—
Retention: all entrants vs ABHE explanation threshold	53 of 94 · 56.4%	36.0%	+20.4	Already met	—
Graduation within 150% vs NCES open-admission 4-year (all sectors)	10 of 65 · 15.4%	28.0%	–12.6	9	1.1
Graduation within 150% vs NCES private nonprofit 4-year	10 of 65 · 15.4%	68.0%	–52.6	35	4.4

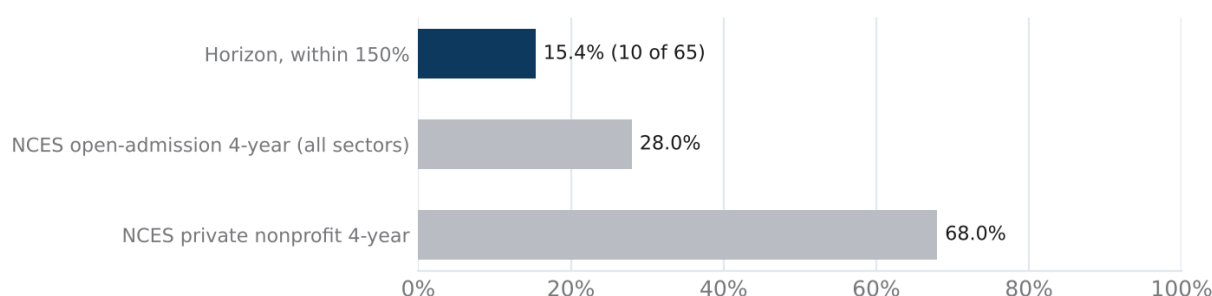
Table 11. Horizon against national benchmarks. “More students needed” is how many additional students across the eight cohorts would have had to return (or graduate) to equal the benchmark. NCES graduation rates are six-year rates for bachelor’s-seeking students entering in fall 2014; Horizon’s 150% rate covers every credential, so it is the closer like-for-like measure for its own students.

Figure 7. Fall-to-fall retention, Horizon against national figures



Horizon bars carry the count behind each rate. National bars: National Student Clearinghouse, students starting fall 2022. Lines: NCES open-admission private nonprofit (fall 2019 cohort) and the ABHE explanation threshold.

Figure 8. Graduation, Horizon against national figures



Horizon: students graduating within 150% of normal time, among those whose window has closed. NCES: six-year graduation, bachelor's-seeking students entering fall 2014.

What do the gaps mean in people?

At Horizon's size, the gaps are small in people and large in percentage points. About twelve credential-seeking students enter each fall, so one more student returning per cohort lifts retention by about eight points. Reaching the NCES open-admission rate of 64% would have taken 8 more returning students across eight years, about one per cohort.

Closing the full-time gap would have required 7 more full-time students to return, again about one per cohort. Matching the open-admission graduation benchmark of 28% would have taken 9 more graduates among the 65 measurable students. Part-time retention already exceeds the national figure, and every measure is well above the ABHE threshold.

The goal, then, is not a transformation. It is to keep one additional student and have one additional student finish in each entering class, sustained for several years, with records to show it.

Proposed targets

Target	Baseline	Target	Measured on
Full-time fall-to-fall retention	57.1% (20 of 35)	74.5%	Fall 2027–Fall 2029 entrants, three-year rolling
Overall fall-to-fall retention	56.4% (53 of 94)	64.0%	Fall 2027–Fall 2029 entrants, three-year rolling
Graduation within 150% of normal time	15.4% (10 of 65)	28.0%	Each cohort as its window closes, after records are verified
Non-returners with a specific exit reason	17.1% (7 of 41)	100%	Every student made inactive from Spring 2027

Table 12. Proposed targets. Three-year rolling rates are used because a single cohort of eight to seventeen students moves too much from year to year to judge progress.

Action plan

The first two steps fix the evidence; without them, Horizon cannot tell which of the later steps is working. The remaining steps act on what the records show: students are lost early, mostly between the first fall and the next term, and full-time students fall furthest short of national experience.

#	Action	Owner	Start	Measure of success
1	Require an exit reason for every student made inactive, chosen from a short list (finances; work or family; health; ministry call or relocation; transferred; academic difficulty; program not a fit; no contact), with a brief exit conversation or survey.	Registrar, with Institutional Effectiveness	January 2027	Every inactive student has a specific reason; first summary to HUALT in June 2027
2	Repair the records the rates depend on: set the First Time flag for every new student, and confirm granted dates for the four “Graduated” records and the Diploma in Biblical Studies.	Registrar	By February 1, 2027 (self-study due)	All Fall 2026 entrants flagged; graduation rates rerun from corrected records
3	Re-registration outreach: contact every first-fall student who has not registered for the next term before registration closes, by phone or in person, and resolve the barrier (schedule, balance, course choice).	Admissions and academic advisors	November 2026, for the Fall 2026 entrants; every fall after	Share of first-fall students registered for the next term; aim to halve the students lost after one term
4	First-term early alert: instructors flag any first-term student who has not logged in, missed two assignments or is failing by week four; an advisor makes contact within two business days.	Academic Affairs and Student Life and Academic Support	Spring 2027	Flags raised and contacted; first-term course completion

#	Action	Owner	Start	Measure of success
5	First-year plan for full-time entrants: a named advisor or mentor, a mid-term check-in, and a conversation about calling and the path to the degree before the second term.	Student Life and Academic Support; Bible College (CCBCHU) for on-site students	Fall 2027 entering class	Full-time retention, three-year rolling, toward 74.5%
6	Clear financial barriers before the next term: review balances, aid and payment plans for continuing first-year students ahead of registration.	Business Office and Financial Aid	Spring 2027 registration	Students with unresolved holds at registration; returns among them
7	Find out how many leavers transferred: submit the 63 students who left without a credential to a National Student Clearinghouse StudentTracker query.	Institutional Effectiveness	Spring 2027	Leavers recoded as transfers; completion-plus-transfer rate for ABHE
8	Invite students back: contact students who left in good standing within the last three years with a clear, costed plan to finish their credential.	Admissions	Summer 2027	Returning students enrolled for Fall 2027
9	Monitor and report: rerun the saved Data Slicer retention reports each October, update this report and the workbook, and report progress against Table 12 to the leadership team each fall.	Institutional Effectiveness	October 2027 and each October after	Annual retention and graduation report presented to HUALT

Table 13. Action plan for reaching the national benchmarks. Offices are named rather than individuals; dates assume the plan is adopted this fall.

8. Reading these numbers responsibly

The figures are drawn directly from Populi and reproduced exactly from the workbook that accompanies this report. Four features of the underlying records limit what they can show, and each is stated here so that a reader does not draw more from them than they hold.

- **Graduation depends on Populi's degree-granted date.** Four students in the records pulled carry an exit reason of "Graduated" but no granted date, and the Diploma in Biblical Studies in particular shows many retained students and few granted diplomas. Until the Registrar confirms those records, the graduation rates should be read as a floor, not an estimate.
- **The cohort rests on the entrance-term field.** Students whose first term was winter, spring or summer belong to no fall cohort, which is the IPEDS and ABHE convention. A further 31 students have a fall entrance term and a credential on record but no enrollment in that fall; they are excluded and should be reviewed.

23 students enrolled in an entering fall with no credential on record and are also excluded.

- **These are not the ABHE first-time, full-time figures.** The Annual Institutional Update asks for first-time, full-time undergraduates only, a much narrower group at Horizon. This report counts every new credential-seeking student, full- or part-time, first-time or transfer, because that is the population the University actually serves and the one a prospective student can compare against.
- **Full-time status was not recorded for Fall 2018.** Populi holds no full-time flag for that term, so this report does not split any cohort by attendance status.

Appendix A. Retention and graduation by degree program and entering year

Every degree program is listed. For each fall in which a program had entrants, the row gives the number who entered, how many returned the next fall, and how many earned the credential within 100%, 150%, and 200% of normal time. Each figure reads “graduated of measurable”; a student is measurable once his or her own window has closed. A percentage is added only where five or more students stand behind it. Programs with no fall entrants from 2018 through 2025 are listed with a single line so that their absence is visible.

Degree program	Entering fall	Entrants	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
Undergraduate programs						
BA in Biblical Studies	Fall 2018	2	0 of 2	0 of 2	0 of 2	0 of 2
	Fall 2019	4	3 of 4	2 of 4	2 of 4	In progress
	Fall 2020	3	2 of 3	0 of 3	0 of 3	In progress
	Fall 2022	2	1 of 2	0 of 2	In progress	In progress
BA in Organizational Leadership	Fall 2018	1	0 of 1	0 of 1	0 of 1	0 of 1
	Fall 2019	1	1 of 1	0 of 1	0 of 1	In progress
	Fall 2020	1	0 of 1	0 of 1	0 of 1	In progress
	Fall 2022	2	1 of 2	1 of 2	In progress	In progress
	Fall 2023	1	0 of 1	In progress	In progress	In progress
	Fall 2024	1	1 of 1	In progress	In progress	In progress
	Fall 2025	2	1 of 2	In progress	In progress	In progress
BA in Leadership and Ministry	Fall 2018	4	2 of 4	2 of 4	2 of 4	2 of 4
	Fall 2019	1	1 of 1	1 of 1	1 of 1	In progress
	Fall 2022	1	1 of 1	1 of 1	In progress	In progress
BA in Biblical Counseling	Fall 2020	2	2 of 2	0 of 2	0 of 2	In progress
	Fall 2021	1	0 of 1	0 of 1	In progress	In progress
	Fall 2022	2	1 of 2	0 of 2	In progress	In progress
	Fall 2025	2	1 of 2	In progress	In progress	In progress
BA in Chaplaincy	2018–2025	0	No fall entrants	—	—	—
BA in TESOL	2018–2025	0	No fall entrants	—	—	—
AA in Biblical Studies (code AABSC)	Fall 2022	1	1 of 1	1 of 1	1 of 1	1 of 1
	Fall 2023	1	1 of 1	0 of 1	1 of 1	In progress
	Fall 2024	2	1 of 2	1 of 2	In progress	In progress

Degree program	Entering fall	Entrants	Returned next fall	Graduated within 100%	Graduated within 150%	Graduated within 200%
	Fall 2025	5	2 of 5 · 40.0%	In progress	In progress	In progress
AA in Biblical Studies (code AABSO)	Fall 2019	1	1 of 1	0 of 1	0 of 1	0 of 1
	Fall 2020	3	2 of 3	0 of 3	0 of 3	0 of 3
	Fall 2021	4	1 of 4	0 of 4	0 of 4	0 of 4
	Fall 2022	1	0 of 1	0 of 1	0 of 1	0 of 1
Diploma in Biblical Studies (HZN-DBS)	Fall 2018	7	7 of 7 · 100.0%	0 of 7 · 0.0%	0 of 7 · 0.0%	0 of 7 · 0.0%
	Fall 2019	6	0 of 6 · 0.0%	0 of 6 · 0.0%	0 of 6 · 0.0%	0 of 6 · 0.0%
	Fall 2020	2	1 of 2	1 of 2	1 of 2	1 of 2
	Fall 2022	5	5 of 5 · 100.0%	2 of 5 · 40.0%	2 of 5 · 40.0%	2 of 5 · 40.0%
	Fall 2023	5	2 of 5 · 40.0%	0 of 5 · 0.0%	0 of 5 · 0.0%	In progress
	Fall 2024	2	2 of 2	0 of 2	In progress	In progress
	Fall 2025	1	0 of 1	In progress	In progress	In progress
Certificate (code CBC)	Fall 2022	1	1 of 1	0 of 1	0 of 1	0 of 1
Certificate (code CBS)	2018–2025	0	No fall entrants	—	—	—
Certificate (code CCH)	Fall 2023	1	1 of 1	0 of 1	0 of 1	0 of 1
Certificate (code CTE)	Fall 2018	2	1 of 2	0 of 2	0 of 2	0 of 2
	Fall 2023	1	1 of 1	0 of 1	0 of 1	1 of 1
Graduate programs						
MA in Biblical Studies	Fall 2020	1	1 of 1	0 of 1	0 of 1	0 of 1
	Fall 2021	3	2 of 3	0 of 3	0 of 3	0 of 3
	Fall 2024	1	0 of 1	0 of 1	In progress	In progress
	Fall 2025	1	0 of 1	In progress	In progress	In progress
MA in Leadership and Ministry	Fall 2022	1	1 of 1	0 of 1	0 of 1	0 of 1
	Fall 2024	1	0 of 1	0 of 1	In progress	In progress
MA in Biblical Counseling	2018–2025	0	No fall entrants	—	—	—
MDiv in Biblical Studies	Fall 2025	1	1 of 1	In progress	In progress	In progress
MDiv in Leadership and Ministry	Fall 2022	1	0 of 1	0 of 1	In progress	In progress

Table A1. Retention and graduation by degree program and entering fall, Fall 2018 to Fall 2025. Rows sum to the program totals in Tables 6 and 7 and to the cohort totals in Table 2 (94 entrants; 53 returned; 10 of 65 graduated within 150%).

Appendix B. Source and reproduction

All figures come from the Populi Data Slicer at myhorizon.populiweb.com, pulled on the close of census for October:

- “Retention-Graduation: 8-Year Cohort Base (Entrance Terms 2018-19 to 2026-27)”: a saved Data Slicer report listing every student whose entrance term falls in that range, with degree status, granted dates, exit reason, and program.
- Fall-term enrollment lists (Enrollments in Term of 1 or more) for each fall term from Fall 2018 to Fall 2026, online and CCBCU, used to confirm enrollment in the entering fall and in the following fall.
- Exit reason, exit date and Student’s Last Term from the same saved report, re-pulled in October at the time of Cenesus and joined to the fall-term lists; the re-pull reproduces the cohort exactly (94 entrants, 53 retained).
- Benchmarks: NCES, Condition of Education, “Undergraduate Retention and Graduation Rates” (nces.ed.gov/programs/coe/indicator/ctr); National Student Clearinghouse Research Center, Persistence and Retention, fall 2022 starters (studentclearinghouse.org); ABHE Annual Institutional Update instructions.

The accompanying workbook, [Horizon_Retention_Graduation_8yr.xlsx](#), holds one anonymous row per student and calculates every table and chart in this report with live formulas.

Changing the as-of date or a program’s normal time on its Settings sheet recalculates all of them. The workbook contains no names or ID numbers, but because several program cells hold one or two students, keep it internal; this report is the public version and Excel is not available for public distribution.