

**Key Performance Indicators - Balanced Scorecard
Preliminary**

Pillar	Key Performance Indicator (KPI)	2018/19	2019/20	2020/21	5-year Trend	Goal	Target Date	Leader
Quality	Student Retention ¹	79%	60%	67%	72% Avg	100%	2030	Provost
	Graduation Rate ²	42%	43%	40%	40% Avg	100%	2030	Provost
	Cohort Default Rate ³	9.2%	9.0%	7.9%	9.1% Avg	<12%	Annual	Provost
	Learning Outcomes (LOs)							
	% of Students that Met Program LOs ⁴	84%	85%	85%	82% Avg	90%	Annual	Provost
	% of Program LOs Met ⁵	63%	84%	72%	70% Avg	100%		
	% Students Met Univ Obj ⁶	n/a	n/a	90%	n/a	90%		
Licensure/Certification ⁷	74% ^{iv}	72%	63%	72% Avg	100%			
People	Employee Engagement ⁸	Off Cycle	3.9	Off Cycle	3.9 Avg ⁱⁱ	4	Annual	AVPHR
	Performance Appraisal Score ⁹	4.1	4.1	4.1	4.1 Avg	4	Annual	AVPHR
	Staff Appraisals	4.0	4.0	3.9	3.9 Avg	4		AVPHR
	Faculty Appraisals	4.3	4.3	4.3	4.3 Avg	4		Provost
	Employee Retention ¹⁰	93%	92%	83%	88% Avg ⁱⁱⁱ	>90%	Annual	AVPHR
Service	Student Satisfaction at Graduation ¹¹	3.6	3.7	3.4	3.7 Avg	4	Annual	VPSL
	Customer Satisfaction ¹²	4.8	4.7	4.3	4.7 Avg	4	Annual	President
Finance	Composite Financial Index ¹³	2.4	2.2	3.1	2.9 Avg	5.0	2030	EVPF
	Dept. of Education Financial Responsibility ¹⁴	3.0	2.2	3.0	2.8 Avg	2.0 to 3.0	Annual	EVPF
	Working Capital ¹⁵	1.1M	3.3M	\$3.6M	2.7 Avg ⁱⁱ	9 months	2030	EVPF
Growth	Gifts and Grants ¹⁶	\$7.1M	\$13.9M	\$13.3M	\$10.4M Avg	\$20M	2030	EDA
	Private Donations	0.9M ⁱ	0.7M	0.7M	0.8M Avg			
	Development Cost to Private Donations ¹⁷	57%	22%	21%	34% Avg	<33%	Annual	EDA
	Enrollment Headcount ¹⁸	1131	1078	968	1067 Avg	1600	Annual	VPEM
	Undergraduate (UG)	960	945	845	907 Avg	1380		
Graduate (GR)	171	133	123	160 Avg	220			
New UG Students ¹⁹		301	229 ^j	145	219 Avg	400	Annual	VPEM
	Freshmen	177	128	89	116 Avg			
	Transfers	124	101 ⁱ	56	103 Avg			
Community	Student Community Service ²⁰	9.7	6.2 ^{viii}	0.5	5.5 Avg	7.0	Annual	VPSL
	Employee Community Service ²¹	Not Tracked	Not Tracked	n/a	n/a	40	Annual	AVPHR
	Organizational Relationships ²²	Not Tracked	Not Tracked	Not Tracked	n/a	50% Assessed	Annual	President

Numbered notes are on the reverse side.

ⁱ Restated from prior reports. ⁱⁱ 5-year average not available; 3-year average/trend used. ⁱⁱⁱ 5-year average not available; 4-year average/trend used. ^{iv} Partial data; not all programs reported. ^v 5-year average not available; 2-year average/trend used. ^{viii} Number is an estimate based on a half year due to COVID-19. ^{ix} Preliminary.

Notes:

Quality

¹ The **Student Retention** KPI reports the retention rate for freshmen from the Fall of the previous year who returned in the reported Fall timeframe. For 2020/21, n=128 (2019 cohort of full-time, first-time, bachelor's). Vision 2020 goals met in 2016 and 2017; 75% and 77% respectively.

² The **Graduation Rate** KPI reports all completers within 150% of the standard time to complete any degree. This rate is calculated from the starting cohort of native first-time, full-time degree seeking freshmen. For 2020/21, n=141 (2015 cohort).

³ **Cohort Default Rate** KPI is the percentage of a school's borrowers who enter repayment on certain Federal Family Education Loan (FFEL) Program or William D. Ford Federal Direct Loan (Direct Loan) Program loans during a particular federal fiscal year (FY), October 1 to September 30, and default or meet other specified conditions prior to the end of the second following fiscal year.

⁴ **% of Students that Met Learning Outcomes** includes measures such as embedded assessments, exit exams, portfolio reviews, etc. For 2018/19, 2,987 students were assessed, 2,506 met expectations. For 2019/20, 2,774 students were assessed, 2,357 met expectations. For 2020/21, 1,312 assessed, 1,120 met.

⁵ The **% of Program Learning Outcomes Met** KPI reports the percentage of learning outcomes (across all programs) where the goal for that learning outcome was met. For 2018/19, 172 learning outcomes were assessed, 109 were met. For 2019/20, 145 learning outcomes were assessed, 122 were met. For 2020/21, 87 assessed, 63 met.

⁶ The **% of Students that Met University Objectives** KPI reports the percentage of students who met expectations in the areas assessed. Each year, two university objectives from page 13 in the Academic Bulletin are assessed. For 2020/21, Teamwork 86%; Effective Citizenship 93%.

⁷ For **Licensure/Certification**, the pass rates for 2018/19 were, Nursing (NCLEX n=40, 73%); Psychology (n=6, 83%). For 2019/20, Nursing (NCLEX n=50, 68%); Medical Imaging (AART n=5, 100%); Psychology (n=6, 83%). For 2020/21, Nursing (NCLEX n=53, 58%); Medical Imaging (AART n=6, 100%).

People

⁸ The **Employee Engagement** KPI reports a composite score from the annual employee job satisfaction survey. Likert scale 1 thru 5.

⁹ **Employee Performance Appraisal Score** – Beginning in 2020/21, faculty and staff scores are scored and reported on a 3-point scale. The prior scale was 1-5. For 2018/19: staff n=59, faculty n=43; for 2019/20: staff n=46, faculty n=29. For 2020/21: staff n=53, faculty n=34. Goal met.

¹⁰ The **Employee Retention** KPI is based on the number of voluntary and involuntary departures vs. WAU full- and part-time employees. Goal met.

Service

¹¹ The **Student Satisfaction at Graduation** KPI is based on the annual Graduating Student Satisfaction Survey – Likert scale 1 thru 5. In addition to this survey, we utilize NSSE to assess student satisfaction and engagement. For 2020/21 n=20; the survey was administered one year after graduation instead of the usual just before graduation.

¹² The **Customer Satisfaction** KPI reports on feedback provided by internal customers, students, alumni, and external vendors. For 2019/20, the surveys were conducted for Admissions (n=47), SGPS (n=39), ITS (n=34), COIRE (n=20), Facilities (n=14), HR (n=11). Other offices with <10 responses include Provost, Accounting, Library, Security, SHPSW. Likert scale 1 thru 5.

Finance

¹³ The **Composite Financial Index** is a comprehensive measurement of the financial health of an educational institution.

¹⁴ The **Department of Education Financial Responsibility** KPI is a quantitative econometric measurement of the ability of an institution to manage Title IV funds. The score ranges from -1.0 to 3.0. A score greater than 1.5 indicates the institution is financially responsible.

¹⁵ **Working Capital** – Previously, the church requires that working capital is equal to or exceeds 20% of operating expenses. Beginning in 2020/2021, SDA Working Capital has been replaced with a goal of nine months of Working Capital.

Growth

¹⁶ **Gifts and Grants** from the annual Independent Auditors' Report – Financial Statement. It includes State & Federal Grants & Contracts (including Federal and State Financial Aid), Private Gifts & Grants, and Church Subsidies & Gifts. The prior goal for Gifts and Grants was \$14M.

¹⁷ The **Development Cost to Private Donations** KPI is the ratio of the cost of raising donations to private donations.

¹⁸ **Enrollment Headcount** is the number of undergraduate and graduate students as of the official Fall Census date.

¹⁹ **New UG Students** is the total number of new traditional undergraduate students in the Fall semester. **Freshmen** are first time in college, degree-seeking students and **Transfers** are any student that has previously not attended WAU at any time.

Community

²⁰ **Student Community Service** is the average hours of community service per student, which is the total number of community service hours divided by enrollment (headcount). WAU has won the President's Service award three times in recent years.

²¹ The **Employee Community Service** KPI was reinstated in 2020/2021 with a goal of 40 community service hours per employee.

²² **Organizational Relationships** is the percentage of the University's partnerships, memorandums of understanding, and articulation agreements that were assessed. Total number of partnerships for 2018/19, n=50; for 2019/20, n=50; for 2020/21, n=45

Key Performance Indicators - Benchmark Comparisons

Comparison group data provides a context for Key Performance Indicators. Comparison against peer data is as close to 2019/20 as possible, as this is the latest data that is publicly available.

Key Performance Indicator (KPI)	WAU 2019/20	National Averages	Similar Institutions ²⁰	Competitors ²¹	SDA Institutions ²²	Aspirants ²³	Goal
Student Retention ²⁴	60%	75% ²⁵	71%	78%	75%	86%	100%
Graduation Rate ²⁴	43%	56% ²⁵ⁱ	50%	55%	50%	70%	100%
Outcomes Scores Licensure/Certification	72%	75% ²⁶					100%
Employee Engagement	3.9	4.3 ²⁷					4
Employee Retention	92%	70% ²⁸					>90%
Student Satisfaction	3.7	3.8 ²⁹					4
Customer Satisfaction	4.7	3.8 ³⁰					4
Composite Financial Index ^{31,40}	2.2	2.5	2.0 ³²	2.8 ³³		4.2 ³⁴	5.0
Dept. of Education Financial Responsibility ^{35,40}	2.2	2.5	2.3	2.4	2.7	2.8	2.0 to 3.0
Gifts and Grants ^{24,36}	13.9M	\$8.0M ³⁷	\$4.8M	\$10.8M	\$7.0M	\$27.6M	\$20M
Development Cost to Private Donations	22%	20% ³⁸					<33%
Enrollment Headcount ²⁴	1078	2618 ³⁹	1092	10382	1661	4102	1600
Undergraduate	945	2326	970	8072	1311	3138	1380
Graduate	133	292	122	2310	350	964	220

Notes 20-23 are on the reverse side.

²⁴ Source: National Center for Educational Statistics/IPEDS Data Center.

²⁵ The national benchmark for **Student Retention** and for **Graduation Rates** is for full-time, first-time, degree-seeking students at private, not-for-profit institutions. Source: nces.ed.gov

²⁶ For **Licensure/Certification** exams, the national pass rate for BSN programs the Nursing (NCLEX) exam is 86.5%

²⁷ The national benchmark for **Employee Engagement and Job Satisfaction** is across all industries. Source: Society for Human Resource Management. Retrieved from 2017 report, which covers 2016 results.

²⁸ The national benchmark for **Employee Retention** is based on Educational Services. Source: bls.gov

²⁹ The national benchmark for **Student Satisfaction** is for 4-year private institutions only. Source: Goshen.edu and SSI report

³⁰ The national benchmark for **Customer Satisfaction** is across all industries, as a benchmark for higher education is not available. Source: ACSI (American Customer Satisfaction Index).

³¹ Source: Council of Independent Colleges – Financial Indicators Tool. The CFI national average lags a year behind the other benchmarks.

³² The Similar Institutions benchmark for the **Composite Financial Index** is based on institutions similar to WAU in Carnegie Classification, and not on the following Similar Institutions Peer Group.

³³ Competitors benchmark for the CFI is for the mid-east region, and not the following Competitor Peer Group, as this is the closest benchmark available.

³⁴ For the 75th percentile nationally, and not the following Aspirants group, as this is the closest benchmark.

³⁵ Source: studentaid.ed.gov. Not all schools are available in each group.

³⁶ No public institutions were included in the Gifts and Grants benchmark, as these receive more state and federal grants than private institutions.

³⁷ The national benchmark for **Gifts and Grants** is based on Title IV participating, private not-for-profit, degree-granting institutions with a master's degree as the highest degree granted. n=494.

³⁸ Source: affinityresources.com.

³⁹ National schools' benchmark is based on the Carnegie Classification of WAU, Masters Colleges and Universities: Small Programs; n=125.

⁴⁰ The IPEDS auto-generated peer group is based on WAU's Carnegie Classification.

Benchmarking Comparison Groups:

WAU has selected four evolving comparison groups: an aspirant group of institutions that are similar in some respects but exceed our tracked KPIs in several areas; a group of competitive peers with which we cross student applicants; a peer group automatically generated from the federal database of institutions of higher education (IPEDS) based on similar institutional characteristics including but not exclusive to Carnegie Classification, enrollment, religious governance, teaching faculty size, and endowment; and the NAD SDA colleges and universities. A single institution may be listed in more than one group.

²⁰**Similar Institutions (Auto-Generated) Peer Comparison Group⁴⁰**

Barton College (Wilson, NC)
Bluffton University (Bluffton, OH)
Briar Cliff University (Sioux City, IA)
Cazenovia College (Cazenovia, NY)
Central Methodist University-College of Liberal Arts & Sciences (Fayette, MO)
Coker College (Hartsville, SC)
Cooper Union for the Advancement of Science and Art (New York, NY)
Corban University (Salem, OR)
Crown College (Saint Bonifacius, MN)
East Texas Baptist University (Marshall, TX)
Franklin College (Franklin, IN)
Hannibal-LaGrange University (Hannibal, MO)
Hilbert College (Hamburg, NY)
Humphreys College-Stockton and Modesto Campuses (Stockton, CA)
Huntingdon College (Montgomery, AL)
Huntington University (Huntington, IN)
LaGrange College (Lagrange, GA)
Maranatha Baptist University (Watertown, WI)
Martin Methodist College (Pulaski, TN)
McMurry University (Abilene, TX)
Midway College (Midway, KY)
Newberry College (Newberry, SC)
Olivet College (Olivet, MI)
Paul Smiths College of Arts and Science (Paul Smiths, NY)
Tennessee Wesleyan College (Athens, TN)
Thiel College (Greenville, PA)
Thomas College (Waterville, ME)
Thomas University (Thomasville, GA)
University of Great Falls (Great Falls, MT)
University of Jamestown (Jamestown, ND)

²³**Aspirant Peer Comparison Group**

Catholic University of America (Washington DC)
Elon University (Elon, NC)
La Sierra University (Riverside CA)
Loyola University (Baltimore, MD)
St. John's College (Annapolis, MD)
Stevenson University (Owings Mills, MD)

²¹**Competitor Peer Comparison Group**

Andrews University (Berrien Springs, MI)
Bowie State University (Bowie, MD)
Coppin State University (Baltimore, MD)
Delaware State University (Dover, DE)
George Mason University (Fairfax, VA)
Marymount University (Arlington, VA)
Morgan State University (Baltimore, MD)
Mount St Mary's University (Emmitsburg, MD)
Oakwood University (Huntsville, AL)
Southern Adventist University (Collegedale, TN)
Towson University (Towson, MD)
Trinity Washington University (Washington, DC)
University of Maryland, Baltimore County (Baltimore, MD)
University of Maryland, College Park (College Park, MD)
University of the District of Columbia (Washington, DC)

²²**SDA Peer Comparison Group**

AdventHealth University (Orlando, FL)
Andrews University (Berrien Springs, MI)
Kettering College (Kettering, OH)La Sierra University (Riverside, CA)
Oakwood University (Huntsville, AL)
Pacific Union College (Angwin, CA)
Southern Adventist University (Collegedale, TN)
Southwestern Adventist University (Keene, TX)
Union College (Lincoln, NE)
Walla Walla University (College Place, WA)