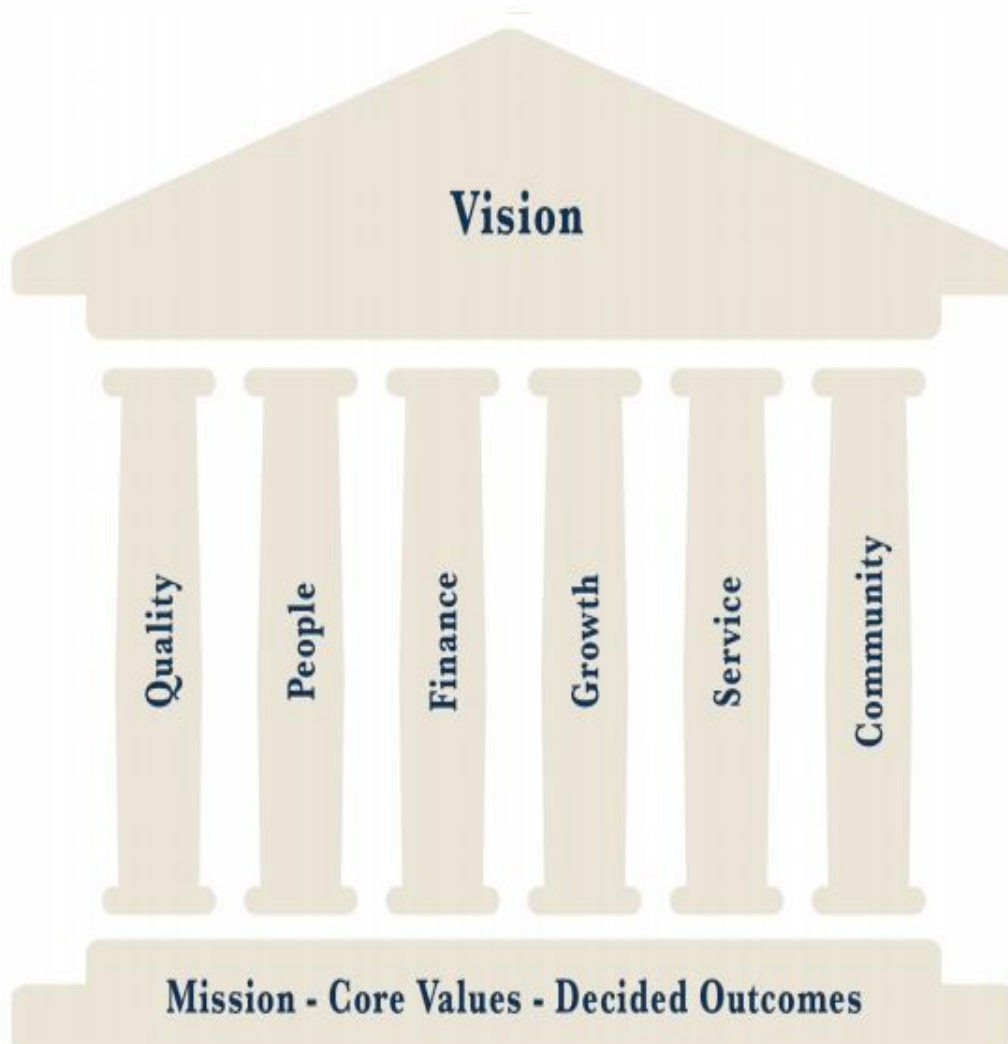


# Balanced Scorecard

In measuring our performance and guiding our strategic plan, we have focused on the six pillars of excellence -- **Quality, People, Finance, Growth, Service and Community**. Over the past five years, these principles have helped pave the path for increased performance and outcomes, and our learning community remains dedicated to these standards of excellence. We strive to produce outstanding graduates who are committed to service and excellence.



## Key Performance Indicators - Balanced Scorecard

Pillar	Key Performance Indicator (KPI)	2015/16	2016/17	2017/18	5-year Trend	Goal	Target Date	Leader
Quality	Student Retention <sup>1</sup>	69%	75%	78%	70% Avg	80% <sup>v</sup>	2020	Provost
	Graduation Rate <sup>2</sup>	38%	37%	37%	38% Avg	55%	2020	Provost
	Cohort Default Rate	8.4%	8.9%	10.5%	9.0% Avg <sup>iii</sup>	<12%	Annual	Provost
	Learning Outcomes Program Outcomes <sup>3</sup> Licensure/Certification <sup>4</sup> % of Outcomes Met <sup>5</sup>	83% <sup>iv</sup> 93% <sup>i,iv</sup> n/a	78% 92% <sup>iv</sup> 72%	80% 79% <sup>iv</sup> 58%	77% Avg 83% Avg 65% Avg <sup>vi</sup>	90% 100%	2020	Provost
People	Employee Engagement <sup>6</sup>	Off-cycle	4.0	3.9	3.8 Avg <sup>iii</sup>	4	Annual	AVPHR
	Performance Appraisal Score <sup>7</sup>	4.2	4.1	4.1	4.1 Avg	4 <sup>v</sup>	Annual	AVPHR
	Staff Appraisals Faculty Appraisals	3.9 4.7	3.9 4.3	3.9 4.4	3.9 Avg 4.4 Avg	4 4		AVPHR Provost
	Employee Retention <sup>8</sup>	93%	84%	n/a	90% Avg	>90% <sup>v</sup>	Annual	AVPHR
Service	Student Satisfaction at Graduation <sup>9</sup>	3.8	3.9	3.7	3.8 Avg	4	2020	VPSL
	Customer Satisfaction <sup>10</sup>	4.8	4.9	4.8	4.6 Avg	4	Annual	President
Finance	Composite Financial Index <sup>11</sup>	2.8 <sup>i</sup>	3.0	3.9	2.7 Avg	4.5	2020	EVPF
	Dept. of Education Financial Responsibility <sup>12</sup>	3.0	3.0	3.0	3.0 Avg	2.0 to 3.0 <sup>v</sup>	2020	EVPF
	SDA Working Capital Percentage <sup>13</sup>	86% <sup>i</sup>	47%	84%	86% Avg	100%	2020	EVPF
Growth	Gifts and Grants <sup>14</sup>	\$7.9M	\$9.9M <sup>i</sup>	\$7.9M	\$9.1M Avg	\$14M	2020	VPA
	Institutional Grants Private Donations	2.0M	1.1M	.5M	1.5M Avg			
	Fundraising Cost to Private Donations <sup>15</sup>	15%	24% <sup>i</sup>	48%	26% Avg	<33%	Annual	VPA
	Enrollment Headcount <sup>16</sup>	1044	1090	1069	1089 Avg	1600	2020	VPEM
	Undergraduate (UG) Graduate (GR)	877 167	911 179	873 196	910 Avg 179 Avg	1380 220		
	New UG Students <sup>17</sup>	229	222	198	215 Avg	300	2020	VPEM
	Freshmen Transfers	143 86	79 143	109 89	114 Avg 101 Avg			
Community	Student Community Service <sup>18</sup>	7.8	5.1	5.9	5.6 Avg	6.0	2020	VPM
	Employee Community Service <sup>19</sup>	TBD	TBD	TBD	TBD	30	TBD	AVPHR
	Organizational Relationships <sup>20</sup>	37 <sup>i</sup>	43	46	38 Avg	40	2020	President

Numbered notes are on the reverse side.

<sup>i</sup> Restated from prior reports. <sup>ii</sup> 5-year average not available; 3-year average/trend used. <sup>iii</sup> 5-year average not available; 4-year average/trend used. <sup>iv</sup> Partial data; not all programs reported. <sup>v</sup> Goal of 75% achieved in Fall 2016; goal of 77% achieved Fall 2017. <sup>vi</sup> 5-year average not available; 2-year average/trend used.

## Notes:

### Quality

<sup>1</sup> The **Student Retention** KPI reports the retention rate for full-time degree-seeking freshmen from the Fall of the previous year who returned in the reported Fall timeframe. For 2017/18, n=79 (2016 cohort).

<sup>2</sup> The **Graduation Rate** KPI reports completers within 150% of the standard time to complete Baccalaureate programs (i.e., 6 years). This rate is calculated from the starting cohort of native first-time, full-time degree-seeking freshmen. For 2017/18, n= 134 (2012 cohort).

<sup>3</sup> **Program outcomes** include measures such as embedded assessments, exit exams, portfolio reviews, etc. For 2017/18, Out of the total of 938 students were assessed for various learning outcomes across all programs in the academic year; 749 met expectations.

<sup>4</sup> For **Licensure/Certification**, the 2015/16 pass rates for Medical Imaging (AART n=6, 100%); Education (PRAXIS II n=28, 93%); Psychology (n=6, 83%). For 2016/17, Medical Imaging (AART n=8, 100%); Psychology (n=4, 75%). For 2017/18, Nursing (NCLEX n=18, 83%); Psychology (n=11, 73%); Medical Imaging (AART n=5, 80%).

<sup>5</sup> The **% of Outcomes Met** KPI reports the percentage of learning outcomes (across all programs) where the goal for that learning outcome was met. For 2017/18, out of the total of 132 assessed learning outcomes across all programs in the academic year, 76 were met.

### People

<sup>6</sup> The **Employee Engagement** KPI reports a composite score from the annual employee job satisfaction survey. Likert scale 1 thru 5.

<sup>7</sup> **Employee Performance Appraisal Score** – The current Faculty Performance Appraisal (FPA) was piloted in 2011/12, and used since. Both staff and faculty evaluations are reported on a Likert scale 1 thru 5. For 2017/18, employee appraisals were: faculty n=44.

<sup>8</sup> The **Employee Retention** KPI is based on the number of voluntary and involuntary departures vs. WAU/WGTS full- and part-time employees.

### Service

<sup>9</sup> 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 2017/18 n=181

<sup>10</sup> The **Customer Satisfaction** KPI reports on feedback provided by internal customers, students, alumni, and external vendors. For 2017/18, the surveys were conducted for Admissions (n=1), BHCSS (n=21), Bookstore (n=19), COIRE (n=8), Financial Administration (n=1), HR (n=12), ITS (n=11), Provost (n=5), SGPS (n=1), SHPSW (n=9), SFS (n=50), Weis Library (n=233). Likert scale 1 thru 5.

### Finance

<sup>11</sup> The **Composite Financial Index** is a comprehensive measurement of the financial health of an educational institution.

<sup>12</sup> 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.

<sup>13</sup> **SDA Recommended Working Capital** – The church requires that working capital is equal to or exceeds 20% of operating expenses. This KPI is equal to working capital / 20% of operating expenses.

### Growth

<sup>14</sup> **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 sub-categories were revised in 2015 to include **Institutional Grants** in place of State and Federal while keeping **Private Donations** the same.

<sup>15</sup> The **Development Cost to Private Donations** KPI is the ratio of the cost of raising donations to private donations.

<sup>16</sup> **Enrollment Headcount** is the number of undergraduate and graduate students as of the official Fall Census date.

<sup>17</sup> **New UG Students** is the total number of new traditional undergraduate students in the Fall semester. **Freshmen** are First Time, Full Time, Degree-Seeking students and **Transfers** are any student that has previously not attended WAU at any time.

### Community

<sup>18</sup> **Student Community Service** is the total number of community service hours by students divided by the student enrollment (headcount). WAU has won the President's Service award for the past three years.

<sup>19</sup> **Employee Community Service** Reinstated KPI in November 2018. Data pending.

<sup>20</sup> **Organizational Relationships** is the total number of the University's partnerships, memorandums of understanding, and articulation agreements.

## Key Performance Indicators - Benchmark Comparisons

Comparison group data provides a context for Key Performance Indicators. Comparison against peer data is as close to 2016/17 as possible, as this is the latest data that is publicly available.

Key Performance Indicator (KPI)	WAU 2016/17	National Averages	Similar Institutions <sup>20</sup>	Competitors <sup>21</sup>	SDA Institutions <sup>22</sup>	Aspirants <sup>23</sup>	Goal
Student Retention <sup>24</sup>	75%	80% <sup>25</sup>	70%	67%	72%	83%	77%
Graduation Rate <sup>24</sup>	37%	60% <sup>25</sup>	48%	42%	49%	69%	55%
Outcomes Scores Licensure/Certification	72%	75% <sup>26,40</sup>					100%
Employee Engagement	4.0	4.3 <sup>27</sup>					4
Employee Retention	84%	84% <sup>28</sup>					>90%
Student Satisfaction	3.9	3.7 <sup>29</sup>					4
Customer Satisfaction	4.9	3.7 <sup>30</sup>					4
Composite Financial Index <sup>31,40</sup>	3.0	2.5	2.0 <sup>32</sup>	2.8 <sup>33</sup>		4.2 <sup>34</sup>	4.5
Dept. of Education Financial Responsibility <sup>35,40</sup>	3.0	2.3	2.4	2.7	2.7	2.9	2.0 to 3.0
Gifts and Grants <sup>24,36</sup>	\$11.5M	\$6.1M <sup>37</sup>	\$4.3M	\$3.7M	\$6.8M	\$18.3M	\$14M
Development Cost to Private Donations	5%	20% <sup>38</sup>					<33%
Enrollment Headcount <sup>24</sup>	1090	3680 <sup>39</sup>	1076	11526	1852	4386	1600
Undergraduate	911	3172	1003	9707	1545	3277	1380
Graduate	179	508	73	1819	307	1109	220

Notes 20-23 are on the reverse side.

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

<sup>25</sup> The national benchmark for **Student Retention** and for **Graduation Rates** is for 4-year institutions only. For the Retention Rate, n=2321; for the Graduation Rate, n=2467. Source: IPEDS Data Center.

<sup>26</sup> For **Licensure/Certification** exams, the national pass rate for BSN programs the Nursing (NCLEX) exam is 87.7%, and for Respiratory Therapy first-time test takers (CRT Entry Level – 72.6%, Advanced – 78.7%) Source: NBRC Horizons. There is no national average pass rate for Praxis II, as this exam varies by state.

<sup>27</sup> 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.

<sup>28</sup> The national benchmark for **Employee Retention** is based on all industries. Source: compensationforce.com.

<sup>29</sup> The national benchmark for **Student Satisfaction** is for 4-year private institutions only. Source: Noel Levitz.

<sup>30</sup> 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).

<sup>31</sup> Source: Council of Independent Colleges – Financial Indicators Tool. The CFI lags a year behind the other benchmarks. ([www.studentaid.ed.gov](http://www.studentaid.ed.gov))

<sup>32</sup> 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.

<sup>33</sup> 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.

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

<sup>35</sup> Source: [studentaid.ed.gov](http://studentaid.ed.gov). Not all schools are available in each group.

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

<sup>37</sup> The national benchmark for **Gifts and Grants** is based on Title IV degree-granting institutions with a master's degree as the highest degree granted. n=551.

<sup>38</sup> Source: [affinityresources.com](http://affinityresources.com).

<sup>39</sup> National schools' benchmark is based on the Carnegie Classification of WAU, Masters Colleges and Universities: Medium Programs; n=215.

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

<sup>l</sup> Restated

## 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.

### <sup>20</sup>**Similar Institutions (Auto-Generated) Peer Comparison Group<sup>40</sup>**

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)

### <sup>23</sup>**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)

### <sup>21</sup>**Competitor Peer Comparison Group**

Adventist University of Health Sciences (Orlando, FL)  
Andrews University (Berrien Springs, MI)  
Bowie State University (Bowie, MD)  
La Sierra University (Riverside, CA)  
Miami Dade College (Miami, FL)  
Oakwood University (Huntsville, AL)  
Pacific Union College (Angwin, CA)  
Southern Adventist University (Collegedale, TN)  
Southwestern Adventist University (Keene, TX)  
Strayer University (Washington, DC)  
Union College (Lincoln, NE)  
University of Maryland, University College (Adelphi, MD)  
University of Maryland, College Park (College Park, MD)  
University of Maryland, Eastern Shore (Princess Anne, MD)  
University of Phoenix (Phoenix, AZ)  
University of the District of Columbia (Washington, DC)  
Walla Walla University (College Place, WA)

### <sup>22</sup>**SDA Peer Comparison Group**

Adventist University of Health Sciences (Orlando, FL)  
Andrews University (Berrien Springs, MI)  
Kettering College of Medical Arts (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)