



CONCORDIA UNIVERSITY

UNIVERSITY ANALYTICS, RESEARCH & ASSESSMENT

PORTLAND • OREGON



July 2019 Council of Trustees – Vision Report



CONCORDIA
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Our time together today

- Review April 2019 Vision Attainment Report
- 2019-20 Strategic Priorities



**VISION 2024
STRATEGIC GOALS**

LUTHERAN RIGOR SERVANT LEADERSHIP












Concordia is a Christian University
preparing leaders for the
transformation of society






CHRISTIAN SERVICE
COMMUNITY EXCELLENCE
TEACHING AND LEARNING

October

April







Threshold Metrics

 <p>Met</p>	The threshold has been met.	 <p>No new data</p>	There has been no new data since the prior Vision report. The threshold remains met.	 <p>biennial</p>	This data is collected every-other-year. The threshold most recently was met.
 <p>Partially met</p>	The threshold has been partially met.	 <p>No new data</p>	There has been no new data since the prior Vision report. The threshold remains partially met.	 <p>biennial</p>	This data is collected every-other-year. The threshold most recently was partially met.
 <p>Not met</p>	The threshold has not been met.	 <p>No new data</p>	There has been no new data since the prior Vision report. The threshold remains not met.	 <p>biennial</p>	This data is collected every-other-year. The threshold most recently was not met.
 <p>T.B.D.</p>	Threshold not yet determined.	 <p>No new data</p>	Sufficient data not yet obtained.		

Strategic Goal	2016	2017	2018	2019
Theme Attainment	 T.B.O.	 Met	 Met	 Met
Intentional Enrollment	 Partially met	 Partially met	 Partially met	 Met
Physical Presence	 T.B.O.	 Not met	 Not met	 Not met
Student Success	 Not met	 Not met	 Not met	 Not met
Transformative Alumni	 Partially met	 Partially met	 Partially met	 Partially met

Strategic Goal	2016	2017	2018	2019
Faculty and Staff Excellence	 Not met	 Met	 Met	 Met
Strategic Partnerships	 Partially met	 Partially met	 Partially met	 Met
Impactful Innovation	 Not met	 Not met	Under Review	 Not met
Continuity and Communication	 Not met	 Partially met	 Partially met	 Not met
Stewardship and Value	 Partially met	 Not met	 Not met	 Not met




















Concordia University Portland Vision 2024 Attainment

Strategic Goal	2016	2017	2018	2019
Theme Attainment	 T.B.O.	 Met	 Met	 Met
Intentional Enrollment	 Partially met	 Partially met	 Partially met	 Met
Physical Presence	 T.B.O.	 Not met	 Not met	 Not met
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Concordia University Portland Vision 2024 Attainment

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2019-20 Strategic Priorities



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April 9, 2019 ELT – Vision Report & Assessment Update



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REFERENCE SLIDE SECTION



Met

Theme Fulfillment

Concordia will ensure high levels of fulfillment of the Core Themes (Lutheran, Rigor, and Servant Leadership) in the midst of a changing environment.

Met

Overall mission fulfillment is determined to have occurred as the institution meets or is making progress on a substantial number of Core Theme Objectives.

LUTHERAN

Concordia engages diverse perspectives in an environment of open discourse and academic freedom while bringing a distinctive voice and lens, rooted in the Christian faith, Lutheran understanding and heritage, and liberal arts tradition.



Not met

Grace-Filled Service



Met

Truth and Humility



Partially met

Vocational Identity



Partially met

Lutheran Identity



Met

Lutheran Brand

RIGOR

Concordia's programs prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness.



Partially met

Holistic General Education



Met

Academic Rigor



Met

Professional Preparation



Met

Rigorous Reputation



Partially met

Faculty Excellence



Partially met

Inclusive Diversity



Partially met

Expectation and Experience



Not met

Service Passion



Partially met

Holistic Mentoring



Met

Service Reputation



Met

Exemplary Service

SERVANT LEADERS

Concordia creates an environment in which individuals are transformed, becoming servant-leaders who are agents of positive change, through ethical, humble and rigorous leadership, with and for their communities and around the world.



Met

Intentional Enrollment

Concordia will serve an increasing number of qualified and diverse students who respect its values and mission.

Part Met

3 of 3 measured benchmarks met.



Met

In Fall 2018, total undergraduate enrollment increased by +184 (+13.3%) from Fall 2017 - **Met**. The 2015-2017 rolling average increased by +299 (+23.5%) - **Met**. In Fall 2018, total graduate enrollment increased by 484 (12.2%) from Fall 2017 - **Met**. The 2015-2017 rolling average decreased by -19 (0.4%) - **Not met**.



Met

In Fall 2018, 82.2% of on-ground undergraduate students participated in community service activities (-0.4% from Fall 2017 and +8.0% from Spring 2018).



Met

In Fall 2018, 97.91% of incoming undergraduates met the standard admission requirements (+4.75% above the Fall 2015, Fall 2016, Fall 2017 three year rolling average).



T.B.D.

Results pending. Improved data collection and metrics are currently under development in collaboration with the newly appointed Director of Diversity and Intercultural Engagement.



Not met

Physical Presence

Concordia will continue to enhance and expand its physical campuses and collegiate and community activities as sources of institutional strength.

Not Met

1 of 5 measured benchmarks met.



Not met

In Winter 2019, 59% (-6% below target of 65%) of Portland community indicated that Concordia holds a high-quality campus and community experience. **Not Met.**



Met

In summer 2018, 84.28% (+19.28% above the target of 65%) of on-ground alumni agreed that Concordia hold a high-quality, positive physical campus experience. **Met.**



Not met

In Spring 2018, 57.33% (-7.67% below target of 65%) of students agreed and in Fall 2018, 67.74% (+2.74% above target of 65%) of students agreed for an overall 2018 63.03% (-1.97% below target of 65%) agreement. **Not Met.**



Not met

FY 2018/19 \$400,000 was set aside to fund capital projects. Today all but \$100,000 has been spent on campus improvements. The balance is earmarked for an upcoming project, therefore we exceeded the amount spent on deferred maintenance in the previous year. We are on track to continue funding deferred maintenance in to the future with our newly developed five year capital planning procedure. **Not Met.**



Not met

In Spring 2018, 44.02% of current students agreed and in Fall 2018, 55.90% of students agreed for an overall 2018 50.67% agreement (-29.33% below target). In Summer 2018, 79.04% of alumni agreed (-.96% below target). In Winter 2019, 61% of community members agreed (-14% below target). **Not Met.**



Not met

Student Success

Concordia will provide strong support for student choice, access and success.

Not Met¹

2 of 6 measured benchmarks met.



Not met

In 2018, students agreed that Concordia provided them with the support needed to ensure their academic success (83.11%; 6.89% below target); and to prepare you to get a good job or to advance in your present job (78.85%; 1.15% below target); and to interact effectively in diverse cultural environments (74.46%; .54% below target); and to better understand the Christian faith (47.53%; -27.47 below target).



Met

In Spring 2018, 80.48% of current students felt faculty were caring and supporting and in Fall 2018, 84.38% of students agreed for an overall 2018 82.63% agreement. In Spring 2018, 79.60% of current students felt staff were caring and supportive and in Fall 2018, 83.82% of students agreed for an overall 2018 81.92% agreement.



Met

In Summer 2018, 88.91% of alumni report faculty were caring and supportive (8.91% above target). In Summer 2018, 85.95% report staff were caring and supportive (15.95% above target).



biennial

In Spring 2017, Concordia held no engagement indicators which were significantly lower than other private West Coast institutions for first year students nor for senior students; and Concordia showed multiple year-over-year declines in performance.



Not met

By spring of 2019, 1 of 12 retention pools met the target rate per pool – Not Met. 3 of 12 retention pools retained students at a rate no less than 3% below the prior three period average – Not Met. Overall, 1 of 12 retention pools met the benchmark. **Not met.**



Partially met

By spring of 2019, 5 of 10 programs met the target rate per cohort – Partially met. 5 of 7 programs graduated students at a rate no less than 3% below the prior three period average – Met. Overall, 5 of 10 programs met the benchmark. **Partially met.**



**Partially
met**

Transformative Alumni

Concordia will graduate well-prepared alumni who will enter meaningful vocations and serve as transformative leaders in the communities they serve.

Part Met

1 of 3 measured benchmarks met.



Met

In 2018, 87.82% of alumni indicated satisfaction with the academic program that they completed at Concordia (+2.82% above target).



**Partially
met**

In 2018, 77.78% of alumni indicated that their education at Concordia assisted them in performing their current job (-2.22% above target) and in 2018, 85.38% indicated that their education at Concordia prepared them to succeed in graduate school (+5.38% above target).



Not met

In 2018, 72.2% of alumni participated in 1+ hours of community/volunteer service each week (-7.8% from the target of 80%).



Met

Faculty & Staff Excellence

Concordia will provide for a qualified, diverse and caring faculty and staff.

Met¹

3 of 3 measured benchmarks met.



Met

In Summer 2018, 83.40% of alumni highly rated faculty within their academic area (+3.40% above target) and 80.39% of alumni highly rated faculty in their general education and elective courses (+0.39% above target), and 80.46% of alumni highly rated staff (+0.46% above target).



Met

Faculty results: In the 2017-18 academic year 100% of the College of Arts and Sciences faculty (25 of 25); 92.31% of College of Health and Human Services faculty (12 of 13); 93.33% of College of Education faculty (42 of 45, including online dissertation faculty); 100% of CU Online faculty; 91.67% of the Law School faculty (11 of 12); 100% of the Library faculty (5 of 5); and 100% of School of Management faculty (7 of 7) met expectations. In 2016-17 academic year 100% of School of Management faculty (7 of 7); 100% of School of Law faculty (12 of 12); and 100% College of Arts and Sciences faculty (27 of 27).

Staff results: In the 2017-18 academic year of the 69% of staff reviewed, 89% met expectations (99 of 111). In 2016-17 Human Resources is continuing the pilot of the new staff evaluation system.



No new data

To investigate if Concordia University is progressing on key faculty and staff diversity measures improved data collection and metrics are in development including comparative pools for major employee categories and a statistical referent for each in collaboration with Human Resources, Director of Diversity, Intercultural Engagement, and the new Diversity Advisory Committee.



Met

In Spring 2018, 80.48% of current students agreed that faculty are caring and supportive (+5.48% above target) and in Fall 2018, 84.38% (+9.38% above target) of students agreed for an overall 2018 82.63% (+7.63% above target) satisfaction; and in Spring 2018, 79.60% of current students agreed that staff are caring and supportive (4.60% above target) and in Fall 2018, 83.82% (+8.82% above target) of students agreed for an overall 2018 81.92% (+6.92% above target) satisfaction.



Met

Strategic Partnerships

Concordia will develop, expand and diversify strategic partnerships which advance its mission and vision.

Met

2 of 2 measured benchmarks met.



Met

As of January 2019, 6 of 6 strategic partnerships are compliant; all are at goals.



Met

As of March 2019, 6 of 6 strategic partnerships have completed or are in process of risk assessments; 6 have contingency/mitigation plans in place.



Not met

Impactful Innovation

Concordia will be marked by and known for innovative people, programs, relationships and applications of technology.

Not Met

2 of 5 measured benchmarks met.



Met

For 2018-19, these two initiatives are the redevelopment of the School of Management and the Expansion of the Nursing Program. A progress report on each will be provided at the end of the 2018-19 academic year.



Not met

In Summer 2018, 73.98% (-1.02% below target) of alumni agreed that Concordia's culture **encourages** experimentation and innovation. In Summer 2018, 62.85% (+12.15% below target) of alumni agreed that Concordia's culture **rewards** experimentation and innovation.



Met

In Spring 2018, 74.67% of current students agreed and in Fall 2018, 77.02% of current students agreed for an overall 2018 75.95% (.95% above target) agreement.



Not met

In Spring 2018, 39.47% (-35.53% below target) of faculty and staff agreed that Concordia's culture encourages and rewards experimentation and innovation.



Not met

In Winter 2019, 48% of community members strongly or somewhat agreed that Concordia's culture encourages and rewards experimentation and innovation.



**Partially
met**

Continuity and Communication

Concordia will design and implement effective and efficient operational and institutional communications systems, and ensure the strength, development and continuity of leadership at all levels.

Part Met

1 of 3 measured benchmarks met.



biennial

As of January 2018, 8 of 8 Cabinet Members submitted succession plans to the Office of the President.



No new data

Results: A comparable survey was conducted in March of 2019. Results are pending.



No new data

In Spring 2017, 45.46% of full-time faculty were satisfied or very satisfied that they received adequate and timely communications from the university to support their role and responsibilities (-44.54% below target); 43.64% of full-time staff (-46.36% below target); 70.84% of part-time faculty (-4.16% below target); and 37.5% of part-time staff (-37.5% below target).



Not met

Stewardship & Value

Concordia will ensure good stewardship of its resources and long-term mission viability while safeguarding a strong value for return on student investment in their education.

Not Met

1 of 5 measured benchmarks met.



Not met

Unrestricted operating net assets have decreased -\$955,677 from the period starting July 2017 to the period ending June 2018 with no increase in unrestricted net worth.



Met

As of 2017-2018, we met the required debt covenants requirements as follows:

- Coverage Ratio to be at least 1:1
- Debt To Equity Ratio not to exceed 2.25 : 1
- Liquidity requirement to maintain at least \$2.5M in liquid assets



Not met

In Spring 2018, 70.48% of students agreed and in Fall 2018, 72.13% of students agreed for an overall 2018 71.35% agreement. (-8.65% from target).



Not met

In Summer 2018, 70.31% of alumni agreed that Concordia provided a good return on their tuition investment (-4.69% below target).



Not met

In Summer 2018, 44.17% (-35.83% from target) of employees agreed that Concordia provides them adequate resources and support to fulfill their assigned responsibilities.