

Concordia University Portland

# Fall 2019

# Mission Report



Prepared by

Concordia University Analytics, Research, Assessment



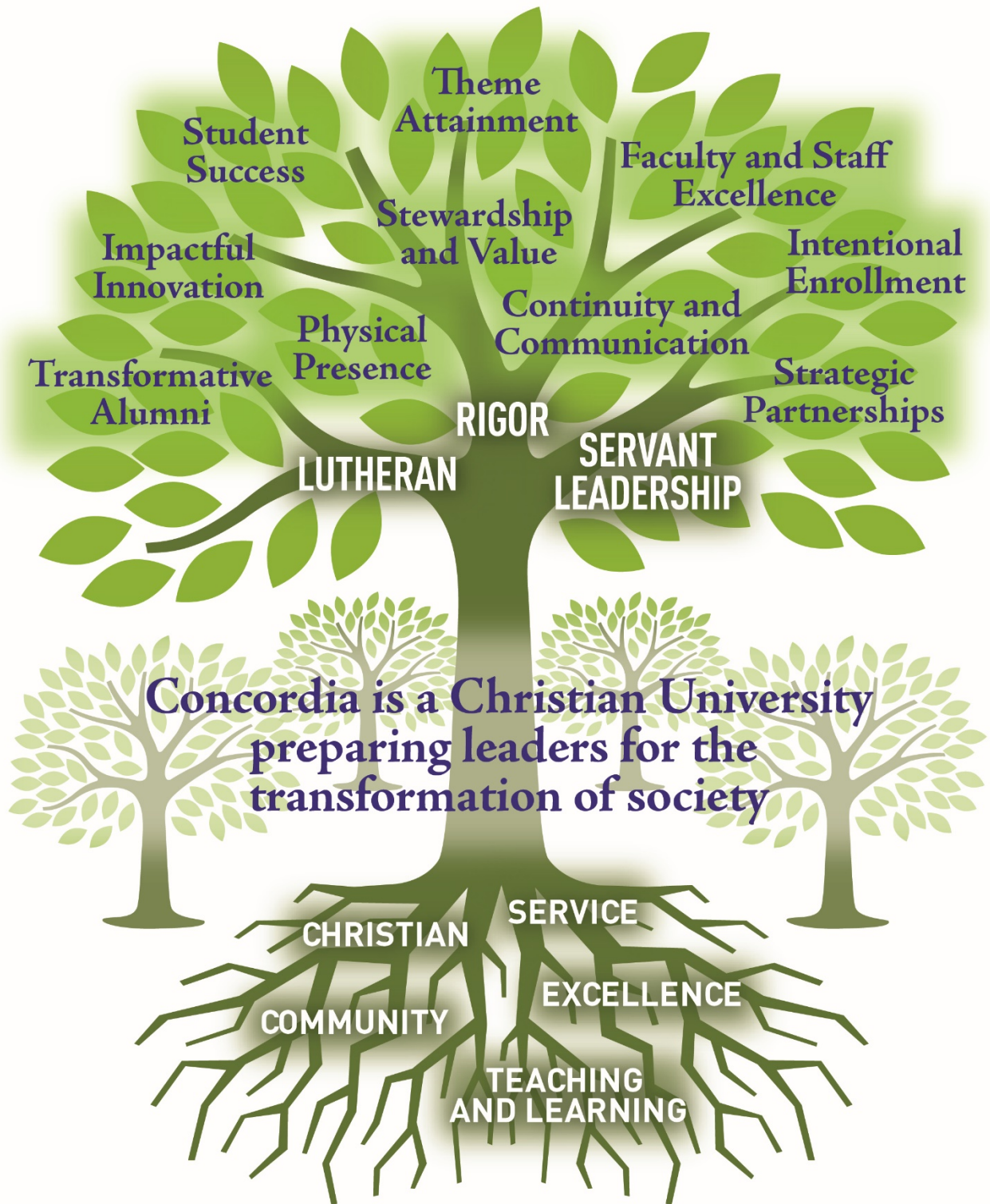
CONCORDIA  
UNIVERSITY

UNIVERSITY ANALYTICS, RESEARCH & ASSESSMENT

PORTLAND • OREGON



*Mission and Vision 2024*



# Fall 2019 Concordia University Mission Fulfillment

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

By October 2019, Concordia University met 5, partially met 6 and has not yet met 5 indicators of achievement.

## 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



Partially met

Truth and Humility



Partially met

Vocational Identity



Not met

Lutheran Identity



Not 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



Not met

Academic Rigor



Met

Professional Preparation



Met

Rigorous Reputation



Partially met

Faculty Excellence



Partially met

Inclusive Diversity



Not met

Expectation and Experience

## 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.



Partially met

Service Passion



Met

Holistic Mentoring



Met

Service Reputation



Met

Exemplary Service

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

## Thresholds

### Metric for Mission Fulfillment

- Overall mission fulfillment is determined to occur when the institution meets or is making progress on a substantial number of Core Theme Objectives.

### Threshold metric for each Core Theme Objective












- Met – 50% or more of the measured indicators of achievement are met
- Unmet – 50% or more of the measured indicators of achievement are not met
- Partially met – Any other scenario including ties

### Threshold metric for each basic Indicator of Achievement

Determined individually per description in each indicator.

































































### Threshold metric for each compound Indicator of Achievement

- Met – More than 50% of the measured indicators of achievement are met
- Unmet – More than 50% of the measured indicators of achievement are not met
- Partially met – Any other scenario including ties

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



# 2016 to 2019 Mission Fulfillment

	Core Theme Objectives	2016	2017	2018	2019
<b>LUTHERAN</b>	Grace-Filled Service	 Partially met	 Not met	 Met	 Not met
	Truth and Humility	 Met	 Met	 Met	 Partially met
	Vocational Identity	 Met	 Partially met	 Met	 Partially met
	Lutheran Identity	 Partially met	 Partially met	 Partially met	 Not met
	Lutheran Brand	 Met	 Met	 Partially met	 Not met
<b>RIGOR</b>	Holistic General Education	 Not met	 Partially met	 Partially met	 Partially met
	Academic Rigor	 Partially met	 Met	 Met	 Not met
	Professional Preparation	 Partially met	 Met	 Met	 Met
	Rigorous Reputation	 Met	 Met	 Met	 Met
	Faculty Excellence	 Partially met	 Partially met	 Met	 Partially met
	Inclusive Diversity	 Partially met	 Partially met	 Partially met	 Partially met
	Expectation and Experience	 Partially met	 Partially met	 Met	 Not met
<b>SERVANT LEADERS</b>	Service Passion	 Not met	 Not met	 Not met	 Partially met
	Holistic Mentoring	 Partially met	 Partially met	 Partially met	 Met
	Service Reputation	 Met	 Met	 Met	 Met
	Exemplary Service	 Met	 Met	 Met	 Met



**Not met**

## Grace-Filled Service

Concordia students, alumni, faculty and staff will live their lives in service to others as a response to the graciousness of God.



**Not met**

### Christian Engagement and Values General Education Core Competency Rubric

- Each term, undergraduates will hold an average of at least 3 on a 0-4 point scale across all courses integrating this Core Competency, AND, if below the threshold, show improvement over the previous year OR, if above the threshold, will not show a decline of more than 0.2 compared to the respective term from the previous year.

**Results:** Fall 2015 undergraduates held an average of 2.54. Spring 2016 undergraduates held an average of 2.95. Fall 2016 undergraduates held an average of 2.66. Spring 2017 undergraduates held an average of 2.85. Fall 2017 undergraduates held an average of 2.57. Spring 2018 undergraduates held an average of 2.56. Fall 2018 undergraduates held an average of 2.89. Spring 2019 undergraduates held an average of 2.93. **Not Met.**



**Not met**

Student Satisfaction Survey. I am called by God to be actively involved in my communities to make them a better place.<sup>1</sup>

- 75% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2014, 67.06% of students agreed. Spring 2016, 67.63% of students agreed. Fall 2016, 74.15% of students agreed. Fall, 2017, 77.13% of students agreed and in spring 2018, 73.56% of students agreed for an overall 2017-18 75.54% agreement. Fall, 2018, 69.91% of students agreed and in spring 2019, 70.29% of students agreed for an overall 2017-18 70.10% agreement. **Not Met.**<sup>2</sup>

<sup>1</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 44.1 asks "Please rate the extent to which you agree or disagree with each of the following statements. 1.) I am called by God to be actively involved in my communities to make them a better place." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,282 (75.4%) answered the question. Of the 1,294 Fall 2016 respondents, 793 (61.3%) answered the question. Of the 1,670 Fall 2017 respondents, 1,102 (65.99%) answered the question. Of the 1,444 Spring 2018 respondents, 885 (61.29%) answered the question. Of the 1,672 Fall 2018 respondents, 1,100 (65.79%) answered the question. Of the 1,702 Spring 2019 respondents, 1,087 (63.87%) answered the question.

<sup>2</sup> Responses of "Don't know/Not sure" were excluded from analysis.



Alumni Survey. I am called by God to be actively involved in my communities to make them a better place.<sup>3</sup>

- 67% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2015, 63.89% of alumni agreed. Spring 2016, 77.11% of alumni agreed. Summer 2019, 70.94% of alumni agreed. **Met.**



Faculty Survey. I am called by God to be actively involved in my communities to make them a better place.<sup>4</sup>

- 90% of faculty will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 96.10% of faculty agreed. Spring 2016, 91.35% agreed. Spring 2017, 89.42% agreed. In 2018 87.61% of faculty agreed and 76.93% of unknown employee-type agreed. Fall 2019, 89.28% of faculty agreed. **Not Met.**



Faculty Survey. To what extent do you agree that Christian core values inform and delineate decisions and choices made at Concordia University?<sup>5</sup>

- 95% of faculty will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 95.84% of faculty agreed. Spring 2016, 83.81% of faculty agreed. Spring 2017, 83.4% of faculty agreed. In 2018 75.21% of faculty agreed and 67.82% of unknown employee-type agreed. In Fall 2019, 75.51% of faculty agreed. **Not Met.**

<sup>3</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 69.1 asks, "Taking into consideration the impact that Concordia's Lutheran identity has made on your life, please rate the extent to which you agree or disagree with each of the following statements: 1.) I am called by God to be actively involved in my communities to make them a better place." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 699 (74.36%) answered the question. Of the 780 Summer 2019 respondents, 523 (67.05%) answered the question.

<sup>4</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 11.1 asks, "Taking into consideration the impact that our Lutheran identity has made on your professional and personal life, to what extent do you agree with each of the following statements: 1.) I am called by God to be actively involved in my communities to make them a better place." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 464 (84.63%) answered the question. Of the 248 Spring 2017 faculty respondents, 208 (83.87%) answered the question. Of the 131 Fall 2018 faculty respondents, 113 (86.26%) answered the question. Of the 133 Fall 2018 unknown respondents, 78 (58.65%) answered the question. Of the 284 Fall 2019 faculty respondents, 224 (78.87%) answered the question.

<sup>5</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 8.1 asks, "To what extent do you agree that the following core values inform and delineate decisions and choices made at Concordia: 1.) Christian" Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 505 (91.82%) answered the question. Of the 248 Spring 2017 faculty respondents, 229 (92.34%) answered the question. Of the 131 Fall 2018 faculty respondents, 117 (89.31%) answered the question. Of the 133 Fall 2018 unknown respondents, 87 (65.41%) answered the question. Of the 284 Fall 2019 faculty respondents, 249 (87.68%) answered the question.



Staff Survey. I am called by God to be actively involved in my communities to make them a better place.<sup>6</sup>

- 75% of staff will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 77.69% of staff agreed. Spring 2016, 74.07% of staff agreed. Spring 2017, 70.49% of staff agreed. In 2018 76.93% of staff agreed and 76.93% of unknown employee-type agreed. Fall 2019, 69.5% of staff agreed. **Not Met.**



Staff Survey. To what extent do you agree that Christian core value inform and delineate decisions and choices made at Concordia University?<sup>7</sup>

- 75% of staff will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 91.94% of staff agreed. Spring 2016, 65.76% of staff agreed. Spring 2017, 63.31% of staff agreed. In 2018 76.59% of staff agreed and 67.82% of unknown employee-type agreed. Fall 2019, 75.37% of staff agreed. **Met.**

<sup>6</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 11.1 asks, "Taking into consideration the impact that our Lutheran identity has made on your professional and personal life, to what extent do you agree with each of the following statements: 1.) I am called by God to be actively involved in my communities to make them a better place." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 153 (72.17%) answered the question. Of the 161 Spring 2017 staff respondents, 122 (75.78%) answered the question. Of the 61 Fall 2018 staff respondents, 44 (72.13%) answered the question. Of the 133 Fall 2018 unknown respondents, 78 (58.65%) answered the question. Of the 148 Fall 2019 staff respondents, 118 (79.73%) answered the question.

<sup>7</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 8.1 asks, "To what extent do you agree that the following core values inform and delineate decisions and choices made at Concordia: 1.) Christian." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 178 (83.96%) answered the question. Of the 161 Spring 2017 staff respondents, 139 (86.34%) answered the question. Of the 61 Fall 2018 staff respondents, 47 (77.05%) answered the question. Of the 133 Fall 2018 unknown respondents, 87 (65.41%) answered the question. Of the 148 Fall 2019 staff respondents, 134 (90.54%) answered the question.





**Partially  
met**

## Truth and Humility

Concordia students, alumni, faculty, and staff seek the truth with humility, recognizing that there is truth but, due to our fallen nature, we as humans are incapable of perfectly knowing it.



**Not met**

### Christian Engagement and Values General Education Core Competency Rubric

- Each term, undergraduates will hold an average of at least 3 on a 0-4 point scale across all courses integrating this Core Competency AND, if below the threshold, show improvement over the previous year OR, if above the threshold, will not show a decline of more than 0.2 compared to the respective term from the previous year.

**Results:** Fall 2015 undergraduates held an average of 2.54. Spring 2016 undergraduates held an average of 2.95. Fall 2016 undergraduates held an average of 2.66. Spring 2017 undergraduates held an average of 2.85. Fall 2017 undergraduates held an average of 2.57. Spring 2018 undergraduates held an average of 2.56. Fall 2018 undergraduates held an average of 2.89. Spring 2019 undergraduates held an average of 2.93. **Not Met.**



**Partially  
met**

Student Satisfaction Survey. When I proclaim the “truth,” I am still aware that as a human being, I do so with a limited capacity for understanding truth.<sup>8</sup>

- 75% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2014, 74.07% of students agreed. Spring 2016, 73.41% agreed. Fall 2016, 77.85% of students agreed. In Fall 2017, 80.72% of students agreed and in Spring 2018, 79.4% of students agreed for an overall 2017-18 80.13% agreement. In Fall 2018, 78.16% of students agreed and in Spring 2019, 77.10% of students agreed for an overall 2018-19 77.64% agreement. **Partially Met.<sup>9</sup>**

<sup>8</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 66.3 asks “Please rate the extent to which you agree or disagree with each of the following statements. 3.) When I proclaim the “truth,” I am still aware that as a human being, I do so with a limited capacity for understanding truth.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don’t know/Not sure. The Fall 2014 question response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,279 (75.19%) answered the question. Of the 1,294 Fall 2016 respondents, 790 (61.1%) answered the question. Of the 1,670 Fall 2017 respondents, 1,089 (65.21%) answered the question. Of the 1,444 Spring 2018 respondents, 879 (60.87%) answered the question. Of the 1,672 Fall 2018 respondents, 1,099 (65.72%) answered the question. Of the 1,702 Spring 2019 respondents, 1,083 (63.63%) answered the question.

<sup>9</sup> Responses of “Don’t know/Not sure” were excluded from analysis.



Student Satisfaction Survey. I approach learning with great humility, opening myself to new ideas and new understandings.<sup>10</sup>

- 75% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2014, 90.97% of students agreed. Spring 2016, 92.17% of students agreed. Fall 2016, 93.22% of students agreed. In Fall 2017, 94.21% of students agreed and in spring 2018, 94.79% of students agreed for an overall 2017-18 94.47% agreement. In Fall 2018, 93.36% of students agreed and in spring 2019, 92.48% of students agreed for an overall 2018-19 92.92% agreement. **Met.**<sup>11</sup>



Student Satisfaction Survey. The opinions of others are important because they might lead me to an even greater understanding of truth.<sup>12</sup>

- 75% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2014, 84.42% of students agreed. Spring 2016, 87.4% of students agreed. Fall 2016, 88.33% of students agreed. In Fall 2017, 88.9% of students agreed and in Spring 2018, 87.51% of students agreed for an overall 2017-18 88.28% agreement. In Fall 2018, 87.95% of students agreed and in Spring 2019, 87.33% of students agreed for an overall 2018-19 87.64% agreement. **Met.**<sup>13</sup>



Alumni Survey. When I proclaim the “truth,” I am still aware that as a human being, I do so with a limited capacity for understanding truth.<sup>14</sup>

- 67% of alumni will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2015, 64.76% of alumni agreed. Summer 2016, 77.44% of students agreed. Summer 2019, 70.91% of students agreed. **Partially Met.**

<sup>10</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Spring 2018 response rate was 33.16% (1,444 of 3,781 graduate students and 573 undergraduates). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 44.4 asks “Please rate the extent to which you agree or disagree with each of the following statements. 4.) I approach learning with great humility, opening myself to new ideas and new understandings.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don’t know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,277 (75.07%) answered the question. Of the 1,294 Fall 2016 respondents, 826 (63.83%) answered the question. Of the 1,670 Fall 2017 respondents, 1,139 (68.20%) answered the question. Of the 1,444 Spring 2018 respondents, 921 (63.78%) answered the question. Of the 1,672 Fall 2018 respondents, 1,144 (68.42%) answered the question. Of the 1,702 Spring 2019 respondents, 1,130 (66.39%) answered the question.

<sup>11</sup> Responses of “Don’t know/Not sure” were excluded from analysis.

<sup>12</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 44.5 asks “Please rate the extent to which you agree or disagree with each of the following statements. 4.) The opinions of others are important because they might lead me to an even greater understanding of truth.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don’t know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,277 (75.07%) answered the question. Of the 1,294 Fall 2016 respondents, 823 (63.6%) answered the question. Of the 1,670 Fall 2017 respondents, 1,135 (67.96%) answered the question. Of the 1,444 Spring 2018 respondents, 921 (63.78%) answered the question. Of the 1,672 Fall 2018 respondents, 1,137 (68%) answered the question. Of the 1,702 Spring 2018 respondents, 1,121 (65.86%) answered the question.

<sup>13</sup> Responses of “Don’t know/Not sure” were excluded from analysis.

<sup>14</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was 10.56% (780 of 7,389). Question 69.3 asks, “Taking into consideration the impact that Concordia’s Lutheran identity has made on your life, please rate the extent to which you agree or disagree with each of the following statements: 3.) When I proclaim the “truth,” I am still aware that as a human being, I do so with a limited capacity for understanding truth.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don’t know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 693 (73.72%) answered the question. Of the 780 Summer 2019 respondents, 519 (66.54%) answered the question.



Alumni Survey. I approach learning with great humility, opening myself to new ideas and new understandings.<sup>15</sup>

- 67% of alumni will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2015, 85.85% of alumni agreed. Summer 2016, 93.39% of students agreed. Summer 2019, 88.58% of students agreed. **Partially Met.**

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<sup>15</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was 10.56% (780 of 7,389). Question 69.4 asks, "Taking into consideration the impact that Concordia's Lutheran identity has made on your life, please rate the extent to which you agree or disagree with each of the following statements: 4.) I approach learning with great humility, opening myself to new ideas and new understandings." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 693 (73.72%) answered the question. Of the 780 Summer 2019 respondents, 516 (66.15%) answered the question.



**Partially  
met**

## Vocational Identity

Concordia students, alumni, faculty, and staff recognize that we have different roles throughout our life, and God seeks to work through us in each of these roles or vocations.



**Met**

### Lifelong Learning and Life Skills General Education Core Competency

- Each term, undergraduates will hold an average of at least 3 on a 0-4 point scale across all courses integrating this Core Competency AND, if below the threshold, show improvement over the previous year OR, if above the threshold, will not show a decline of more than 0.2 compared to the respective term from the previous year.

**Results:** Fall 2015 undergraduates held an average of 3.15. Spring 2016 undergraduates held an average of 3.18. Fall 2016 undergraduates held an average of 3.45. Spring 2017 undergraduates held an average of 3.24. Fall 2017 undergraduates held an average of 3.36. Spring 2018 undergraduates held an average of 3.72. Fall 2018 undergraduates held an average of 3.46. Spring 2019 undergraduates held an average of 3.56. **Met.**



**Partially  
met**

**Student Satisfaction.** I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people.<sup>16</sup>

- 75% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2014, 74.30% of students agreed. Spring 2016, 75.29% of students agreed. Fall 2016, 80.18% of students agreed. In Fall 2017, 81.92% of students agreed and in spring 2018, 78.52% of students agreed for an overall 2017-18 80.30% agreement. In Fall 2018, 75.79% of students agreed and in spring 2019, 75.53% of students agreed for an overall 2017-18 75.66% agreement. **Partially Met.**<sup>17</sup>

<sup>16</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 44.6 asks "Please rate the extent to which you agree or disagree with each of the following statements. 6.) I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,279 (75.19%) answered the question. Of the 1,294 Fall 2016 respondents, 797 (61.59%) answered the question. Of the 1,670 Fall 2017 respondents, 1,095 (65.57%) answered the question. Of the 1,444 Spring 2018 respondents, 894 (61.91%) answered the question. Of the 1,672 Fall 2018 respondents, 1,107 (66.21%) answered the question. Of the 1,702 Spring 2019 respondents, 1,091 (64.1%) answered the question.

<sup>17</sup> Responses of "Don't know/Not sure" were excluded from analysis.



Alumni Survey. I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people.<sup>18</sup>

- 67% of alumni will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2015, 73.22% of alumni agreed. Summer 2016, 84.17% of alumni agreed. Summer 2019, 75.1% of alumni agreed. **Partially Met.**



Alumni Survey. The Lutheran perspective at Concordia positively impacted my educational experience and my life since graduation.<sup>19</sup>

- 67% of alumni will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2015, 44.14% of alumni agreed. Summer 2016, 50% of alumni agreed. Summer 2019, 47.73% of alumni agreed. **Partially Met.**



Faculty Survey. I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people.<sup>20</sup>

- 95% of faculty will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 97.65% of faculty agreed. Spring 2016, 92.66% of faculty agreed. Spring 2017, 89.91% of faculty agreed. In 2018 91.23% of faculty agreed and 80.77% of unknown employee-type agreed. Fall 2019, 92.38% of faculty agreed. **Partially Met.**

<sup>18</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 69.5 asks, "Taking into consideration the impact that Concordia's Lutheran identity has made on your life, please rate the extent to which you agree or disagree with each of the following statements: 5.) I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 696 (74.04%) answered the question. Of the 780 Summer 2019 respondents, 514 (65.9%) answered the question.

<sup>19</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 69.6 asks, "Taking into consideration the impact that Concordia's Lutheran identity has made on your life, please rate the extent to which you agree or disagree with each of the following statements: 6.) The Lutheran perspective at Concordia positively impacted my educational experience and my life since graduation." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 696 (74.04%) answered the question. Of the 780 Summer 2019 respondents, 514 (65.9%) answered the question.

<sup>20</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 11.5 asks, "Taking into consideration the impact that our Lutheran identity has made on your professional and personal life, to what extent do you agree with each of the following statements: 2.) I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 467 (84.9%) answered the question. Of the 248 Spring 2017 faculty respondents, 208 (83.87%) answered the question. Of the 131 Fall 2018 faculty respondents, 114 (87.02%) answered the question. Of the 133 Fall 2018 unknown respondents, 78 (58.65%) answered the question. Of the 284 Fall 2019 faculty respondents, 223 (78.52%) answered the question.





Staff Survey. I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people.<sup>21</sup>

- 75% of staff will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2016, 76.54% of staff agreed. Spring 2017, 73.77% of staff agreed. In 2018 67.44% of staff agreed and 80.77% of unknown employee-type agreed. Fall 2019, 68.42% of staff agreed. **Not Met.**

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<sup>21</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 11.5 asks, "Taking into consideration the impact that our Lutheran identity has made on your professional and personal life, to what extent do you agree with each of the following statements: 1.) I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 154 (72.64%) answered the question. Of the 161 Spring 2017 staff respondents, 122 (75.78%) answered the question. Of the 61 Fall 2018 staff respondents, 44 (72.13%) answered the question. Of the 133 Fall 2018 unknown respondents, 78 (58.65%) answered the question. Of the 148 Fall 2019 staff respondents, 114 (77.03%) answered the question.



Not met

## Lutheran Identity

Concordia students, alumni, faculty, and staff can articulate the nature of our Lutheran identity.



No new data

### Here I Study Quiz

- 67% pre-quiz for pre-Concordia Lutheran knowledge, and 90% Religion 401 post-quiz for Concordia-infused Lutheran knowledge, AND if below the threshold, show improvement over the previous year OR, if above the threshold, will not show a decline of more than 2% on the same scale over the previous year.

**Results.** Fall 2016, freshmen average 95.6% on the pre-quiz and in Summer 2017 Religion 401 students averaged 85% on the post-quiz. Fall 2017, freshman averaged 86% on the pre-quiz. Fall-Summer 2017-18 results are incomplete. Fall 2018 freshman averaged an 87% on the pre-quiz. Fall 2019 Freshman results are incomplete. Fall-Summer Religion 401 2018-19 results are incomplete.<sup>22</sup>



Not met

Student Satisfaction Survey. Concordia is having a significant impact on my spiritual development.<sup>23</sup>

- 75% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Fall 2014, 47.40% of students agreed. Spring 2016, 41.54% of students agreed. Fall 2016, 46.33% of students agreed. In Fall 2017, 47.51% of students agreed and in spring 2018, 47.14% of students agreed for an overall 2017-18 47.35% agreement. In Fall 2018, 44.09% of students agreed and in spring 2019, 46.15% of students agreed for an overall 2017-18 45.12% agreement. **Not Met.**<sup>24</sup>



Not met

### Student Satisfaction Survey Questions: Lutheran Construct<sup>25</sup>

- 75% of students will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

<sup>22</sup> The Religion department is working on revising the Here I Study quizzes.

<sup>23</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 21.3 asks "To what extent do you agree that Concordia's Portland campus experience is having a significant impact on my: 3.) Spiritual development." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,466 (86.18%) answered the question. Of the 1,294 Fall 2016 respondents, 1,076 (83.15%) answered the question. Of the 1,672 Fall 2018 respondents, 1,268 (75.84%) answered the question. Of the 1,702 Spring 2019 respondents, 1,274 (74.85%) answered the question.

<sup>24</sup> Responses of "Don't know/Not sure" were excluded from analysis.

<sup>25</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 44 asks "Please rate the extent to which you agree or disagree with each of the following statements. 1.) I am called by God to be actively involved in my communities to make them a better place. 2.) God challenges me to use my gifts and abilities to serve others. 3.) When I proclaim the "truth", I am still aware that as a human being, I do so with a limited capacity for understanding truth. 4.) I approach learning with great humility, opening myself to new ideas and new understandings. 5.) The opinions of others are important because they might lead me to an even greater understanding of truth and 6.) I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people, 7.) Faculty and staff at Concordia model servant leadership, and 8.) I am developing relationships with internal and external mentors, who provide direct role-modeling and support, to prepare me for my role as a servant leader to my community, church, and the world. Response options:

I am called by God to be actively involved in my communities to make them a better place.

**Results:** Fall 2014, 67.06% of students agreed. Spring 2016, 67.63% of students agreed. Fall 2016, 74.15% of students agreed. In Fall 2017, 77.13% of students agreed and in Spring 2018, 73.56% of students agreed for an overall 2017-18 75.54% agreement. Fall, 2018, 69.91% of students agreed and in spring 2019, 70.29% of students agreed for an overall 2018-19 70.10% agreement. **Not Met.**

God challenges me to use my gifts and abilities to serve others.

**Results:** Fall 2014, 73.13% of students agreed. Spring 2016, 74.39% of students agreed. Fall 2016, 79.57% of students agreed. In Fall 2017, 81.59% of students agreed and in Spring 2018, 78.13% of students agreed for an overall 2017-18 80.04% agreement. In Fall 2018, 74.39% of students agreed and in Spring 2019, 76.31% of students agreed for an overall 2018-19 75.34% agreement. **Not Met.**

When I proclaim the "truth", I am still aware that as a human being, I do so with a limited capacity for understanding truth.

**Results:** Fall 2014, 74.07% of students agreed. Spring 2016, 73.41% of students agreed. Fall 2016, 77.85% of students agreed. In Fall 2017, 80.72% of students agreed and in Spring 2018, 79.4% of students agreed for an overall 2017-18 80.13% agreement. In Fall 2018, 78.16% of students agreed and in Spring 2019, 77.1% of students agreed for an overall 2018-19 77.64% agreement. **Partially Met.**

I approach learning with great humility, opening myself to new ideas and new understandings.

**Results:** Fall 2014, 90.97% of students agreed. Spring 2016, 92.17% of students agreed. Fall 2016, 93.22% of students agreed. In Fall 2017, 94.21% of students agreed and in Spring 2018, 94.79% of students agreed for an overall 2017-18 94.47% agreement. In Fall 2018, 93.36% of students agreed and in Spring 2019, 92.48% of students agreed for an overall 2018-19 92.92% agreement. **Met.**

The opinions of others are important because they might lead me to an even greater understanding of truth.

**Results:** Fall 2014, 84.42% of students agreed. Spring 2016, 87.4% of students agreed. Fall 2016, 88.33% of students agreed. In Fall 2017, 88.9% of students agreed and in Spring 2018, 87.51% of students agreed for an overall 2017-18 88.28% agreement. In Fall 2018, 87.95% of students agreed and in Spring 2019, 87.33% of students agreed for an overall 2018-19 87.64% agreement. **Met.**

I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people.

**Results:** Fall 2014, 74.3% of students agreed. Spring 2016, 75.29% of students agreed. Fall 2016, 80.18% of students agreed. In Fall 2017, 81.92% of students agreed and in Spring 2018, 78.52% of students agreed for an overall 2017-18 80.39% agreement. In Fall 2018, 75.79% of students agreed and in Spring 2019, 75.53% of students agreed for an overall 2018-19 75.66% agreement. **Partially Met.**

Faculty and staff at Concordia model servant leadership.

**Results:** Fall 2014, 62.65% of students agreed. Spring 2016, 67.06% of students agreed. Fall 2016, 71.94% of students agreed. In Fall 2018, 70.82% of students agreed and in Spring 2019, 72.54% of students agreed for an overall 2018-19 71.67% agreement. **Not Met.**

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Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,275 (74.96%) answered at least of the one or more of the questions. Of the 1,294 Fall 2016 respondents, 752 (58.11%) answered at least of the one or more of the questions. Of the 1,670 Fall 2017 respondents, 1,089 (65.21%) answered at least of the one or more of the questions. Of the 1,444 Spring 2018 respondents, 879 (60.87%) answered at least of the one or more of the questions. Of the 1,672 Fall 2018 respondents, 1,059 (63.34%) answered at least of the one or more of the questions. Of the 1,702 Spring 2019 respondents, 1,038 (60.99%) answered at least of the one or more of the questions. Responses of "Don't know/Not sure" were excluded from analysis on all measures in this indicators.

I am developing relationships with internal and external mentors, who provide direct role-modeling and support, to prepare me for my role as a servant leader to my community, church, and the world.

**Results:** Fall 2014, 54.91% of students agreed. Spring 2016, 59.75% of students agreed. Fall 2016, 63.39% of students agreed. In Fall 2018, 62.59% of students agreed and in Spring 2019, 64.62% of students agreed for an overall 2018-19 63.59% agreement. **Not Met.**



#### Alumni Survey Questions: Lutheran Construct.<sup>26</sup>

- 67% of alumni will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

I am called by God to be actively involved in my communities to make them a better place.

**Results:** Fall 2015, 63.89% of alumni agreed. Summer 2016, 77.11% of alumni agreed. Summer 2019, 70.94% of alumni agreed. **Partially Met.**

God challenges me to use my gifts and abilities to serve others.

**Results:** Fall 2015, 71.02% of alumni agreed. Summer 2016, 83.38% of alumni agreed. Summer 2019, 74.91% of alumni agreed. **Partially Met.**

When I proclaim the “truth,” I am still aware that as a human being, I do so with a limited capacity for understanding truth.

**Results:** Fall 2015, 64.76% of alumni agreed. Summer 2016, 77.44% of alumni agreed. Summer 2019, 70.91% of alumni agreed. **Partially Met.**

I approach learning with great humility, opening myself to new ideas and new understandings.

**Results:** Fall 2015, 85.85% of alumni agreed. Summer of 2016, 93.39% of alumni agreed. Summer of 2019, 87.99% of alumni agreed. **Partially Met.**

I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people.

**Results:** Fall 2015, 73.22% of alumni agreed. Summer 2016, 84.17% of alumni agreed. Summer 2019, 75.1% of alumni agreed. **Partially Met.**

The Lutheran perspective at Concordia positively impacted my educational experience and my life since graduation.

**Results:** Fall 2015, 44.14% of alumni agreed. Summer 2016, 52.49% of alumni agreed. Summer 2019, 47.73% of alumni agreed. **Not Met.**

<sup>26</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 69 asks, “Taking into consideration the impact that Concordia’s Lutheran identity has made on your life, please rate the extent to which you agree or disagree with each of the following statements: 1.) I am called by God to be actively involved in my communities to make them a better place. 2.) God challenges me to use my gifts and abilities to serve others. 3.) When I proclaim the “truth” I am still aware that as a human being I do so with a limited capacity for understanding truth. 4.) I still approach learning with great humility, opening myself to new ideas and new understandings. 5.) I believe that God calls me into certain roles, relationships, and occupations so that I can serve God and serve other people. 6.) The Lutheran perspective at Concordia positively impacted my educational experience and my life since graduation.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 693 (73.72%) answered at least one or more of the questions. Of the 780 Summer 2019 respondents, 507 (65%) answered one of the question.



Faculty Survey. To what extent do you think the Christian core value informs and delineates decisions and choices made at Concordia?<sup>27</sup>

- 90% of faculty will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 42.60% of faculty agreed. Spring 2016, 83.81% of faculty agreed. Spring 2017, 83.4% of faculty agreed. In 2018, 75.21% of faculty agreed and 67.82% of unknown employee-type agreed. Fall 2019, 75.51% of faculty agreed. **Not Met.**



Faculty Survey. To what extent do you think Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university?<sup>28</sup>

- 90% of faculty will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2016, 78.62% of faculty agreed. Spring 2017, 80.78% of faculty agreed. In 2018, 68.96% of faculty agreed and 64.56% of unknown employee-type agreed. Fall 2019, 76.23% of faculty agreed. **Not Met.**



Staff Survey. To what extent do you agree that Christian core value inform and delineate decisions and choices made at Concordia University?<sup>29</sup>

- 75% of staff will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 91.94% of staff agreed. Spring 2016, 65.76% of staff agreed. Spring 2017, 63.31% of staff agreed. In 2018 76.59% of staff agreed and 67.82% of unknown employee-type agreed. Fall 2019, 75.37% of staff agreed. **Met.**

<sup>27</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 8.1 asks, "To what extent do you agree that the following core values inform and delineate decisions and choices made at Concordia: 1.) Christian." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 505 (91.82%) answered the question. Of the 248 Spring 2017 faculty respondents, 229 (92.34%) answered the question. Of the 131 Fall 2018 faculty respondents, 117 (89.31%) answered the question. Of the 133 Fall 2018 unknown respondents, 78 (58.65%) answered the question. Of the 284 Fall 2019 faculty respondents, 249 (87.68%) answered the question.

<sup>28</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.1 asks, "To what extent do you agree with the following statements: 1.) Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 502 (91.27%) answered the question. Of the 248 Spring 2017 faculty respondents, 229 (92.34%) answered the question. Of the 131 Fall 2018 faculty respondents, 116 (88.55%) answered the question. Of the 133 Fall 2018 unknown respondents, 79 (59.40%) answered the question. Of the 284 Fall 2019 faculty respondents, 244 (85.92%) answered the question.

<sup>29</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 8.1 asks, "To what extent do you agree that the following core values inform and delineate decisions and choices made at Concordia: 1.) Christian." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 178 (83.96%) answered the question. Of the 161 Spring 2017 staff respondents, 139 (86.34%) answered the question. Of the 61 Fall 2018 staff respondents, 47 (77.05%) answered the question. Of the 133 Fall 2018 unknown respondents, 87 (65.41%) answered the question. Of the 148 Fall 2019 staff respondents, 134 (90.54%) answered the question.





Staff Survey. To what extent do you think Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university?<sup>30</sup>

- 75% of staff will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 83.06% of staff agree. Spring 2016, 55.32% of staff agreed. Spring 2017, 71.47% of staff agreed. In Fall 2018, 69.04% of staff agreed and 64.56% of unknown employee-type agreed. Fall 2019, 69.91% of staff agreed. **Not Met.**

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<sup>30</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.1 asks, "To what extent do you agree with the following statements: 1.) Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 159 (75%) answered the question. Of the 161 Spring 2017 staff respondents, 139 (86.34%) answered the question. Of the 61 Fall 2018 staff respondents, 42 (68.85%) answered the question. Of the 133 Fall 2018 unknown respondents, 79 (59.40%) answered the question. Of the 148 Fall 2019 staff respondents, 123 (83.11%) answered the question.



Not met

## Lutheran Brand

Concordia is increasingly known as a "Lutheran" University, specifically with regards to Lutheran understanding and heritage.



Not met

Alumni Survey. Concordia had a significant impact on my spiritual development.<sup>31</sup>

- 67% of alumni will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** In Fall 2015, not asked. Summer 2016, 46.36% of alumni agreed. Summer 2019, 42.55% of alumni agreed. **Not Met.**<sup>32</sup>



Not met

Faculty Survey. To what extent do you think Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university?<sup>33</sup>

- 90% of faculty will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015 data is not available. Spring 2016, 78.62% of faculty agreed. Spring 2017, 80.78% of faculty agreed. In Fall 2018, 68.96% of faculty agreed and 64.56% of unknown employee-type agreed. Spring 2019, 76.23% of faculty agreed. **Not Met.**

<sup>31</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 5.3 asks, "To what extent do you agree that Concordia has had a significant impact on your: 3.) Spiritual development" Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 901 (95.89%) answered the question. Of the 780 Summer 2019 respondents, 698 (89.49%) answered the question.

<sup>32</sup> Responses of "Don't know/Not sure" were excluded from analysis.

<sup>33</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.1 asks, "To what extent do you agree with the following statements: 1.) Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 502 (91.27%) answered the question. Of the 248 Spring 2017 faculty respondents, 229 (92.34%) answered the question. Of the 131 Fall 2018 faculty respondents, 116 (88.55%) answered the question. Of the 133 Fall 2018 unknown respondents, 79 (59.40%) answered the question. Of the 284 Fall 2019 faculty respondents, 244 (85.92%) answered the question.



Not met

Staff Survey. To what extent do you think Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university?<sup>34</sup>

- 75% of staff will respond strongly agree or agree. If below threshold, but improved over prior year, this is partially met. If above threshold, but showing decline of more than 2% from prior year, this is partially met.

**Results:** Spring 2015, 83.06% of staff agree. Spring 2016, 55.32% of staff agreed. Spring 2017, 71.47% of staff agreed. In Fall 2018, 69.04% of staff agreed and 64.56% of unknown employee-type agreed. Fall 2019, 69.91% of staff agreed. **Not Met.**



Met

Community Awareness and Perceptions Research - regional/external (the immediate surrounding geographic region. Portland's Metropolitan Area [MSA]). How strongly do you agree or disagree with each of the following statements about Concordia University Portland: Concordia University Portland is a Lutheran University?<sup>35</sup>

- 50% of respondents will somewhat agree or strongly agree.

**Results:** 2015, 54.7% of respondents in Boise, ID were aware. 2019, 54% of respondents in Portland, OR were aware. **Met.**



Met

Community Awareness and Perceptions Research - regional/external (the immediate surrounding geographic region. Portland's Metropolitan Area [MSA]). When you hear a university is a Lutheran school, does that generally give you a positive, negative or neutral impression of the school?<sup>36</sup>

- 67% of respondents will respond very positive, somewhat positive, or neutral.

**Results:** 2014, 94.3% of respondents in Portland, OR indicated positive or neutral. 2019, 84% of respondents in Portland, OR were positive or neutral. **Met.**

<sup>34</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.1 asks, "To what extent do you agree with the following statements: 1.) Concordia has incorporated Lutheran attributes into most learning experiences and activities sponsored by the university." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 159 (75%) answered the question. Of the 161 Spring 2017 staff respondents, 139 (86.34%) answered the question. Of the 61 Fall 2018 staff respondents, 42 (68.85%) answered the question. Of the 133 Fall 2018 unknown respondents, 79 (59.40%) answered the question. Of the 148 Fall 2019 staff respondents, 123 (83.11%) answered the question.

<sup>35</sup> The Concordia University Community Awareness and Perceptions Research purposes to increase insight into awareness, knowledge of Lutheran identity/brand, and perceptions of Concordia held by those in the community as well as measures the impact of university activities, efforts, and service. As a first step, this research was designed to investigate the awareness and perception of Concordia University in the immediate surrounding geographic region (Portland MSA). The online sample was pulled from research panelists residing in Portland's Metropolitan Area (MSA). To the extent possible, area code 97211 was reported separately. Approximately 13,000 email invitations were sent to panelists in the MSA and Zip Code areas. From this list 1,053 unique entrants passed the audience targeting questions for our sample provider. Among those, 572 clicked through to begin the survey. 200 went no further than the landing page. 72 started the survey and did not finish. 300 completed the survey. A7.A-B asks "How strongly do you agree or disagree with each of the following statements about Concordia University Portland: A.) provides rigorous academics and B.) graduates students who are career-ready." Response options were Strongly disagree, Somewhat disagree, Neither agree nor disagree, Somewhat agree, Strongly agree, and Don't know. For this report, Don't Know results were not included in the denominator. Of the 300 community members, 161 (53.67%) answered this question.

<sup>36</sup> The Concordia University Community Awareness and Perceptions Research purposes to increase insight into awareness, knowledge of Lutheran identity/brand, and perceptions of Concordia held by those in the community as well as measures the impact of university activities, efforts, and service. As a first step, this research was designed to investigate the awareness and perception of Concordia University in the immediate surrounding geographic region (Portland MSA). The online sample was pulled from research panelists residing in Portland's Metropolitan Area (MSA). To the extent possible, area code 97211 was reported separately. Approximately 13,000 email invitations were sent to panelists in the MSA and Zip Code areas. From this list 1,053 unique entrants passed the audience targeting questions for our sample provider. Among those, 572 clicked through to begin the survey. 200 went no further than the landing page. 72 started the survey and did not finish. 300 completed the survey. A6 asks "When you hear a university is a Lutheran school, does that generally give you a positive, negative or neutral impression of the school?" Response options were Very negative, Somewhat negative, Neutral, Somewhat positive, and Very positive. For this report, Don't Know results were not included in the denominator. Of the 300 community members, 280 (93.33%) answered this question.



**Partially  
met**

## Holistic General Education

Students will become informed, complete citizens by cultivating a broad foundation in the liberal arts.



**Met**

### Seven General Education Core Competencies Rubric

- Each term, undergraduates will hold an average of at least 3 on a 0-4 point scale for each of the 7 Core Competencies, across all courses integrating each Core Competency.

**Results:** Spring 2019 undergraduates held an average of 2.93 in Christian Engagement and Values. **Not Met.**

**Results:** Spring 2019 undergraduates held an average of 2.96 in Critical and Creative Thinking. **Not Met.**

**Results:** Spring 2019 undergraduates held an average of 3.21 in Communication. **Met.**

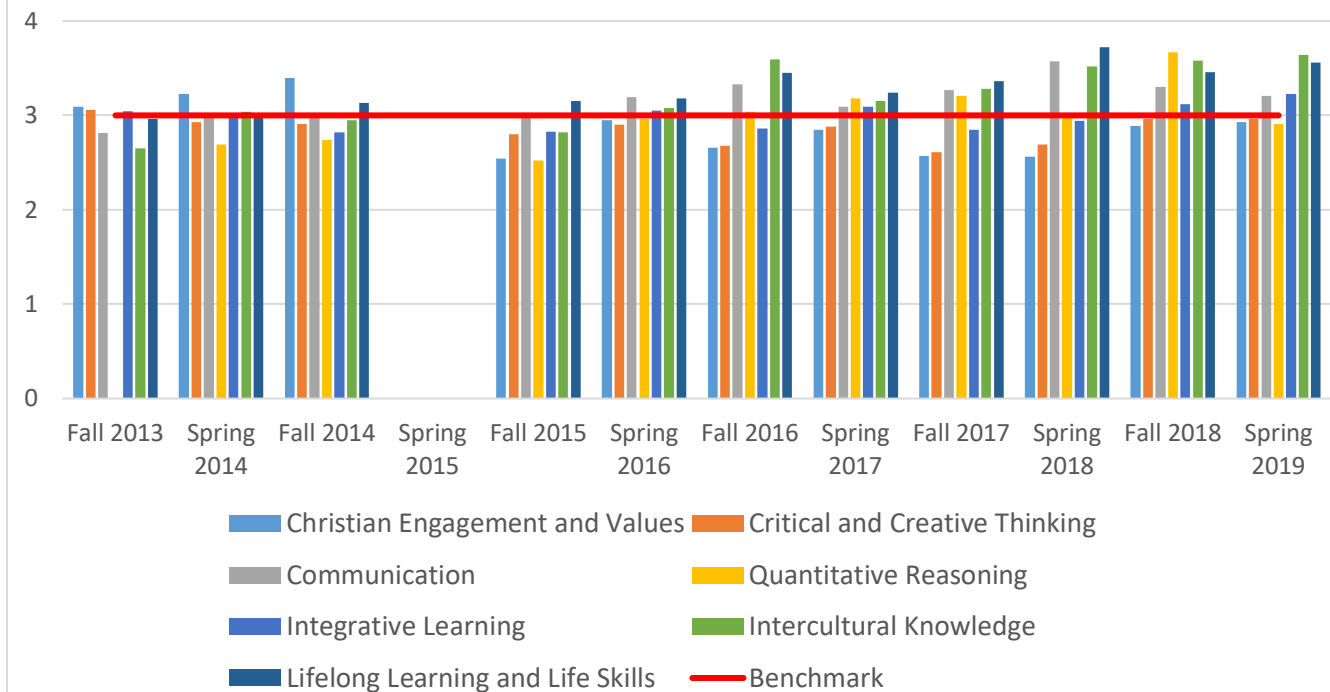
**Results:** Spring 2019 undergraduates held an average of 2.91 in Quantitative Reasoning. **Not Met.**

**Results:** Spring 2019 undergraduates held an average of 3.23 in Integrative Learning. **Met.**

**Results:** Spring 2019 undergraduates held an average of 3.64 in Intercultural Knowledge. **Met.**

**Results:** Spring 2019 undergraduates held an average of 3.56 in Lifelong Learning and Life Skills. **Met.**

Average Scores by Term





## National Survey of Student Engagement Concordia: General Education Composite<sup>37</sup>

- Seniors will hold a mean of 3 on a 0-4 point scale across 11 questions.

During the current school year, about how often have you attended an art exhibit, play, or other arts performance (dance, music, etc.)?

**Results:** Spring 2016, CUP seniors indicated a 1.5 engagement level. Spring 2017, CUP seniors indicated a 1.9 engagement level. Spring 2019, CUP seniors indicated a 1.6 development level. **Not Met.**

How much has your experience at this institution contributed to your knowledge, skills, and personal development in the following areas:

- a) Writing clearly and effectively

**Results:** Spring 2016, CUP seniors indicated a 2.9 development level. Spring 2017, CUP seniors indicated a 3.2 development level. Spring 2019, CUP seniors indicated a 3.1 development level. **Met.**

- b) Speaking clearly and effectively

**Results:** Spring 2016, CUP seniors indicated a 2.7 development level. Spring 2017, CUP seniors indicated a 3.0 development level. Spring 2019, CUP seniors indicated a 3.0 development level. **Met.**

- c) Thinking critically and analytically

**Results:** Spring 2016, CUP seniors indicated a 3.3 development level. Spring 2017, CUP seniors indicated a 3.3 development level. Spring 2019, CUP seniors indicated a 3.4 development level. **Met.**

- d) Analyzing numerical and statistical information

**Results:** Spring 2016, CUP seniors indicated a 2.4 development level. Spring 2017, CUP seniors indicated a 2.8 development level. Spring 2019, CUP seniors indicated a 2.8 development level. **Not Met.**

- e) Acquiring job- or work-related knowledge and skills

**Results:** Spring 2016, CUP seniors indicated a 3.1 development level. Spring 2017, CUP seniors indicated a 3.0 development level. Spring 2019, CUP seniors indicated a 3.2 development level. **Met.**

- f) Working effectively with others

**Results:** Spring 2016, CUP seniors indicated a 3.2 development level. Spring 2017, CUP seniors indicated a 3.2 development level. Spring 2019, CUP seniors indicated a 3.2 development level. **Met.**

- g) Developing or clarifying a personal code of value and ethics

**Results:** Spring 2016, CUP seniors indicated a 3.0 development level. Spring 2017, CUP seniors indicated a 3.1 development level. Spring 2019, CUP seniors indicated a 3.0 development level. **Met.**

- h) Understanding people of other backgrounds (economic, racial/ethnic, political, religious, nationality, etc.)

**Results:** Spring 2016, CUP seniors indicated a 2.9 development level. Spring 2017, CUP seniors indicated a 3.0 development level. Spring 2019, CUP seniors indicated a 3.0 development level. **Met.**

- i) Solving complex real-world problems

<sup>37</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 first-year CU student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



**Results:** Spring 2016, CUP seniors indicated a 2.8 development level. Spring 2017, CUP seniors indicated a 2.9 development level. Spring 2019, CUP seniors indicated a 3.0 development level. **Met.**

j) Being an informed and active citizen

**Results:** Spring 2016, CUP seniors indicated a 2.8 development level. Spring 2017, CUP seniors indicated a 2.9 development level. Spring 2019, CUP seniors indicated a 2.8 development level. **Not Met.**



National Survey of Student Engagement Academic Challenge Engagement Indicator: Higher-Order Learning<sup>38</sup>

- The mean Higher-Order Learning response for seniors will be at least 45 points on a 60-point scale and 10 points above the mean for first-year students as well as 5 points above the mean for other Far West Private institutions.

**Results:** Spring 2016, CUP seniors indicated an engagement level of 41.9 points. Spring 2017, CUP seniors indicated an engagement level of 39.5. Spring 2019, CUP seniors indicated an engagement level of 41.6. **Not Met.**

**Results:** Spring 2016, CUP seniors were 2.4 points above the first-year CUP students (39.5 points). Spring 2017, CUP seniors were 2.1 points above the first-year CUP students (41.9 points). Spring 2019, CUP seniors were 1.4 points above the first-year CUP students (40.2 points). **Not Met.**

**Results:** Spring 2016, CUP seniors were 1.4 points below other Far West Private institutions (43.3 points). Spring 2017, CUP seniors were 1.3 points above other Far West Private institutions (40.8 points). Spring 2019, CUP seniors were 0.1 points below other Far West Private institutions (41.7 points). **Not Met.**

<sup>38</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



National Survey of Student Engagement Concordia Academic Challenge Engagement Indicator: Quantitative Reasoning<sup>39</sup>

- The mean Quantitative Reasoning response for seniors will be at least 30 points on a 60-point scale and 10 points above the mean for first-year students as well as 5 points above the mean for other Far West Private institutions.

**Results:** Spring 2016, CUP seniors indicated an engagement level of 27.5 points. Spring 2017, CUP seniors indicated an engagement level of 30.7 points. Spring 2019, CUP seniors indicated an engagement level of 28.5 points. **Not Met.**

**Results:** Spring 2016, CUP seniors were 2.3 points below the first-year CUP students (29.8 points). Spring 2017, CUP seniors were 5.4 points above the first-year CUP students (25.3 points). Spring 2019, CUP seniors were 0.7 points below the first-year CUP students (29.2 points). **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.1 points below other Far West Private institutions (27.6 points). Spring 2017, CUP seniors were 3.4 points above other Far West Private institutions (27.3 points). Spring 2019, CUP seniors were 2.1 points below other Far West Private institutions (30.6 points). **Not Met.**

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<sup>39</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



**Not met**

Students will experience academic rigor.<sup>40</sup>



**Not met**

Undergraduate and graduate academic department assessment results

- 80% of all measured academic outcomes will be met or exceeded

**Results:** Out of 28 academic departments, as of September 14, 2016, 26 reported findings for 2015-16. A total of 192 academic outcomes were measured. 45 were exceeded, 93 were met, and 54 were not met. 72% were met or exceeded. As of August 31, 2017 the number of academic departments providing results was not representative of the full suite of Concordia academic programs. As of August 31, 2018 the number of academic departments providing results was not representative of the full suite of Concordia academic programs. Out of 24 academic departments, as of September 9, 2019, 24 reported findings for 2018-19. A total of 170 academic outcomes were measured. 46 were exceeded, 43 were met, and 73 were not met. 53% were met or exceeded. **Not Met.**



**Met**

National Survey of Student Engagement Concordia: Rigor Composite<sup>41</sup>

- Seniors will respond with a mean of 5 on a 7-point scale, or 70% across three questions. During the current school year, to what extent have your courses challenged you to do your best work?

**Results:** Spring 2016, CUP seniors indicated a 5.8 challenge. Spring 2017, CUP seniors indicated a 5.6 challenge. Spring 2019, CUP seniors indicated a 5.7 challenge. **Met.**

During the current school year, about how often have you come to class without completing readings or assignments?

**Results:** Spring 2016, 77% of CUP seniors responded with never or sometimes. Spring 2017, 83% of CUP seniors responded with never or sometimes. Spring 2019, 79% of CUP seniors responded with never or sometimes. **Met.**

How much does your institution emphasize spending significant amounts of time studying and on academic work?

**Results.** Spring 2016, 100% of CUP seniors responded very much, quite a bit or some. Spring 2017, 100% of CUP seniors responded very much, quite a bit or some. Spring 2019, 98% of CUP seniors responded very much, quite a bit or some. **Met.**

<sup>40</sup> As of Fall 2016, Academic Rigor had 6 indicators. Included at that time was an indicator regarding an “internal measure of student research.” After discussion of CAO, Deans, UARA and others a recommendation came forward to support benchmark 5 in the Fall 2016 (now benchmark 4) report which regards nationally comparative data from NSSE. CVO approved this recommendation which was implemented and is reflected in the Fall 2017 Mission Fulfillment Report and thereafter.

<sup>41</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



## National Survey of Student Engagement Academic Challenge Engagement Indicators: Learning Strategies<sup>42</sup>

- At least 67% of seniors will indicate they are being appropriately challenged academically, and 5% more Concordia seniors will indicate this than Concordia first-year students and 5% more than Seniors at other Far West Private institutions.

### Identified key information from reading assignments

**Results:** Spring 2016, 74% of CUP seniors identified key information. Spring 2017, 92% of CUP seniors identified key information. Spring 2019, 80% of CUP seniors identified key information. **Met.**

**Results:** Spring 2016, CUP seniors were 15% below first-year students. Spring 2017, CUP seniors were 19% above first-year students. Spring 2019, CUP seniors were 4% above first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 12% below other Far West Private institutions. Spring 2017, CUP seniors were 12% above other Far West Private institutions. Spring 2019, CUP seniors were 3% below other Far West Private institutions. **Not Met.**

### Reviewed your notes after class

**Results:** Spring 2016, 51% of CUP seniors reviewed notes. Spring 2017, 66% of CUP seniors reviewed notes. Spring 2019, 59% of CUP seniors reviewed notes. **Not Met.**

**Results:** Spring 2016, CUP seniors were 13% below first-year students. Spring 2017, CUP seniors were 6% above first-year students. Spring 2019, CUP seniors were 16% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 13% below other Far West Private institutions. Spring 2017, CUP seniors were 4% above other Far West Private institutions. Spring 2019, CUP seniors were 2% below other Far West Private institutions. **Not Met.**

### Summarized what you learned in class or from course materials

**Results:** Spring 2016, 65% of CUP seniors summarized what they learned. Spring 2017, 69% of CUP seniors summarized what they learned. Spring 2019, 61% of CUP seniors summarized what they learned. **Not Met.**

**Results:** Spring 2016, CUP seniors were 1% below first-year students. Spring 2017, CUP seniors were 14% above first-year students. Spring 2019, CUP seniors were 11% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 5% below other Far West Private institutions. Spring 2017, CUP seniors were 7% above other Far West Private institutions. Spring 2019, CUP seniors were 4% below other Far West Private institutions. **Not Met.**

<sup>42</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



National Survey of Student Engagement Research – High Impact Practice - Have you/do you plan to work with a faculty member on a research project?<sup>43</sup>

- At least 25% of CUP seniors will respond that they have or plan to research with a faculty member and 5% more Concordia CUP seniors will indicate this than those at other Far West Private institutions.

**Results:** Spring 2016, 34% CUP seniors have or plan to research with faculty member. Spring 2017, 45% CUP seniors have or plan to research with faculty member. Spring 2019, 26% CUP seniors have or plan to research with faculty member. **Met.**

**Results:** Spring 2016, 2% more CUP seniors have or plan to research with faculty member than other Far West Private institutions. Spring 2017, 11% more CUP seniors have or plan to research with faculty member than other Far West Private institutions. Spring 2019, 6% less CUP seniors have or plan to research with faculty member than other Far West Private institutions. **Not Met.**



Student Satisfaction Survey. On a scale of 0 to 10, where 0 is not likely at all and 10 is extremely likely, how likely are you to recommend **your academic program** to a friend or relative?<sup>44</sup>

- 85% of students will respond indicating that they are Promoters or Passive.<sup>45</sup>

**Results:** Spring 2018, 81% of students responded indicating that they were Promoters or passive.<sup>46</sup> In Fall 2018, 82.97% of students responded indicating that they were promoters or passive and in Spring 2019, 82.48% of students responded indicating that they were promoters or passive for an overall 2018-19 82.72% agreement. **Not Met.**

<sup>43</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.

<sup>44</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 10 asks, "On a scale of 0 to 10, where 0 is not likely at all and 10 is extremely likely, how likely are you to recommend your academic program to a friend or relative?" Response options: 1, 2, 3, 4, 5, 6, 7, 8, 9 or 10. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,635 (96.12%) answered the question. Of the 1,294 Fall 2016 respondents, 1,198 (93.6%) answered the question. Of the 1,670 Fall 2017 respondents, 1,491 (89.64%) answered the question. Of the 1,444 Spring 2018 respondents, 1,294 (89.61%) answered the question. Of the 1,672 Fall 2018 respondents, 1,403 (83.91%) answered the question. Of the 1,702 Spring 2019 respondents, 1,421 (83.49%) answered the question.

<sup>45</sup> Through Spring 2017 the Student Satisfaction Survey asked, "How satisfied are you with your academic program at Concordia?" Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don't know/Not sure. In Fall 2017 the net promoter question was asked exclusively at the university level. In Spring 2018 and thereafter, the Student Satisfaction Survey asked "On a scale of 0 to 10, where 0 is not likely at all and 10 is extremely likely, how likely are you to recommend **your academic program** to a friend or relative?" Response options: 1, 2, 3, 4, 5, 6, 7, 8, 9 or 10. 10 and 9 are considered Net Promoters. 7-8 are considered Passive Promoters. 1-6 are considered Detractors. Previously the benchmark threshold achievement was determined by "Very satisfied" and "Satisfied" results. With this move to the Net Promoter Score question the threshold achievement was set to be met by Promoter and Passive results which are a score of 7-10. A net promoter is determined by Reichheld, F.F. (2003). The One Number You Need to Grow. *Harvard Business Review*, 1-11. Retrieved July 16, 2018, from <http://marketinglowcost.typepad.com/files/the-one-number-you-need-to-grow-1.pdf> as a respondent indicating an nine or higher.

<sup>46</sup> Spring 2016, 91.61% of students were satisfied. Fall 2016, 87.14% of students were satisfied.



## Professional Preparation



Students will demonstrate professional preparedness and/or preparedness for further graduate study.



Undergraduate and graduate academic department assessment results

- 80% of all measured academic outcomes relating to professional preparation will be met or exceeded.

**To be identified.** As of August 31, 2019 the number of academic departments providing results was not representative of the full suite of Concordia academic programs.



U.S. Department of Education College Scorecard

Former Concordia enrollees will hold an average salary at or above the average salary for the prior-year iteration of the College Scorecard.<sup>47</sup>

**Results:** 2016 Concordia enrollees, on average earned \$40,400. 2017 Concordia enrollees, on average earned \$40,400. 2018 Concordia enrollees, on average earned \$42,100. 2019 Concordia enrollees, on average earned \$43,300. **Met.**



National Survey of Student Engagement Internship – High Impact Practice. Have you/do you plan to participate in an internship, co-op, field experience, student teaching, or clinical placement?<sup>48</sup>

- The mean response for seniors will be at least 67% and 5% above first-year students as well as 5% above seniors at other Far West Private institutions.

**Results:** Spring 2016, 98% of CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement. Spring 2017, 83% of CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement. Spring 2019, 86% of CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement. **Met.**

**Results:** Spring 2016, 11% more CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement than first-year students. Spring 2017, 59% more CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement than first-year students. Spring 2019, 12% more CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement than first-year students. **Met.**

**Results:** Spring 2016, 34% more CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement than other Far West Private institutions. Spring 2017, 11% more CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement than other Far West Private institutions. Spring 2019, 4%

<sup>47</sup> For the Fall 2019 Mission Report, comparison of former Concordia enrollee salary to various national averages was removed from the threshold for this indicator of achievement because in 2018 the U.S. Department of Education removed national average salary data (<https://www.insidehighered.com/quicktakes/2018/10/01/college-scorecard-drops-national-comparison-data>).

<sup>48</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.

less CUP seniors plan to participate in an internship, co-op, field experience, student teaching, or clinical placement than other Far West Private institutions. **Not Met.**



#### Student Satisfaction Survey: Professional Preparation Composite<sup>49</sup>

- Student response will result in a mean of 70% for each of the questions.

Please indicate your level of satisfaction with how well Concordia is preparing you for future academic studies.

**Results:** Spring 2016, 88.13% of students were satisfied. Fall 2016, 84.9% of students were satisfied. In Fall 2017, 83.68% of students agreed and in Spring 2018, 83.48% of students agreed for an overall 2017-18 83.59% satisfaction. In Fall 2018, 84.70% of students were satisfied and in Spring 2019, 83.50% of students were satisfied for an overall 2018-19 84.09% satisfaction. **Met.**

Please indicate your level of satisfaction with how well Concordia is preparing you to get a good job or to advance in your present job.

**Results.** Spring 2016, 85.11% of students were satisfied. Fall 2016, 79.74% of students were satisfied. In Fall 2017, 83.89% of students agreed and in Spring 2018, 80.15% of students agreed for an overall 2017-18 82.21% agreement. In Fall 2018, 82.65% of students were satisfied and in Spring 2019, 80.94% of students were satisfied for an overall 2018-19 81.79% satisfaction. **Met.**

Concordia is having a significant impact on my professional development.

**Results:** Spring 2016, 84.46% of students agreed. Fall 2016, 79.37% of students agreed. In Fall 2017, 85.52% of students agreed and in Spring 2018, 82.54% of students agreed for an overall 2017-18 84.18% agreement. In Fall 2018, 89.79% of students agreed and in Spring 2019, 89.63% of students agreed for an overall 2018-19 89.70% agreement.

**Met.**

To help me succeed academically, Concordia is providing me with career-building internships and/or practicum and/or clinical experiences.

**Results:** Spring 2016, 67.43% of students were very satisfied or satisfied. Fall 2016, 47.18% of students were very satisfied or satisfied. In Fall 2017, 56.44% of students agreed and in spring 2018, 52.25% of students agreed for an overall 2017-18 54.57% agreement. In Fall 2018, 47.88% of students were satisfied and in Spring 2019, 49.47% of students were satisfied for an overall 2018-19 48.67% satisfaction. **Not Met.**

<sup>49</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 23 asks, "How satisfied are you that Concordia is providing you with the support needed 1.) to prepare you for future academic studies? 2.) to prepare you to get a good job or to advance in your present job?" Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. Question 21.1 asks, "To what extent do you agree that Concordia's Portland campus experience is having a significant impact on my: 1.) Professional development." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. Question 25.5 asks, "How satisfied are you that Concordia helps support your academic success by providing: 5.) Career-building internships and/or clinical experiences and/or practicum experiences." Response rates: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,426 (83.83%) answered one or more of these questions. Of the 1,294 Fall 2016 respondents, 973 (75.19%) answered one or more of the questions. Of the 1,670 Fall 2017 respondents, 962 (57.60%) answered one or more of these questions. Of the 1,444 Spring 2018 respondents, 777 (53.81%) answered one or more of these questions. Of the 1,672 Fall 2018 respondents, 1,063 (63.58%) answered one or more of these questions. Of the 1,702 Spring 2019 respondents, 1,047 (61.52%) answered one or more of these questions.



### Alumni Survey: Professional Preparation Composite<sup>50</sup>

- 80% of alumni will respond strongly agree or agree across seven questions.

Please indicate the extent that your degree assisted you in performing your current job.

**Results.** Summer 2016, 78.98% of alumni agreed. Summer 2019, 78.54% of alumni agreed.  
**Not Met.**

Please indicate the extent that your degree prepared you to succeed in graduate school.

**Results.** Summer 2016, 75.06% of alumni agreed. Summer 2019 85.43% of alumni agreed.  
**Met.**

Please indicate the extent that your degree enhanced your upward mobility.

**Results:** Summer 2016, 77.76% of alumni agreed. Summer 2019, 76.5% of alumni agreed.  
**Not Met.**

Concordia's Portland campus experience had a significant impact on my professional development.

**Results:** Summer 2016, 89.2% of alumni agreed. Summer 2019, 88.31% of alumni agreed.  
**Met.**



Staff Survey. To what extent do you think Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness?<sup>51</sup>

- 80% staff will respond strongly agree or agree.

**Results:** Spring 2016, 82.53% of staff agreed. Spring 2017, 84.74% of staff agreed. In 2018, 80.85% of staff agreed and 75.91% of unknown employee-type agreed. Fall 2019, 86.37% of staff agreed. **Met.**



Faculty Survey. To what extent do you think Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness?<sup>52</sup>

- 80% of faculty will respond strongly agree or agree.

**Results:** Spring 2016, 87.83% of faculty agreed. Spring 2017, 88.65% of faculty agreed. In Fall 2018, 83.90% of faculty agreed and 75.91% of unknown employee-type agreed. Fall 2019, 85.48% of faculty agreed. **Met.**

<sup>50</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 28.1-3 asks, "Please indicate the extent that your education at Concordia: 1.) Assisted you in performing your current job. 2.) Prepared you to (potentially) succeed in graduate school. 3.) Enhanced your upward mobility." Response options: Large extent, Moderate extent, Slight extent, Not at all, and Unknown. Question 5.1 asks, "To what extent do you agree that Concordia has had a significant impact on your: 1.) Professional development." Response rates: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 790 (84.04%) answered one or more of the questions. Of the 780 Summer 2019 respondents, 357 (45.77%) answered at least one of the questions.

<sup>51</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.4 asks, "To what extent do you agree with the following statements: 4.) Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 166 (78.3%) answered the question. Of the 161 Spring 2017 staff respondents, 138 (85.71%) answered the question. Of the 61 Fall 2018 staff respondents, 47 (77.05%) answered the question. Of the 133 Fall 2018 unknown respondents, 83 (62.41%) answered the question. Of the 148 Fall 2019 staff respondents, 129 (87.16%) answered the question.

<sup>52</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.4 asks, "To what extent do you agree with the following statements: 4.) Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 166 (78.3%) answered the question. Of the 161 Spring 2017 staff respondents, 138 (85.71%) answered the question. Of the 131 Fall 2018 faculty respondents, 118 (90.08%) answered the question. Of the 133 Fall 2018 unknown respondents, 83 (62.41%) answered the question. Of the 284 Fall 2019 faculty respondents, 248 (87.32%) answered the question.



## Rigorous Reputation

Concordia will be regarded as a rigorous institution preparing students for citizenship, career and/or further graduate study.



Student Satisfaction Survey. Please, indicate your level of satisfaction with how well Concordia is preparing you for future academic studies.<sup>53</sup>

- 80% of students will respond very satisfied or satisfied.

**Results:** Spring 2016, 88.13% of students were satisfied. Fall 2016, 84.9% of students were satisfied. In Fall 2017, 83.68% of students were satisfied and in Spring 2018, 83.47% of students were satisfied for an overall 2017-18 83.59% satisfaction. In Fall 2018, 84.70% of students were satisfied and in Spring 2019, 83.50% of students were satisfied for an overall 2017-18 84.09% satisfaction. **Met.**



Student Satisfaction Survey. Please, indicate your level of satisfaction with how well Concordia is preparing you to get a good job or to advance in your present job.<sup>54</sup>

- 80% of graduates will respond very satisfied or satisfied

**Results:** Spring 2016, 85.11% of students were satisfied. Fall 2016, 83.23% of students were satisfied. In Fall 2017, 83.89% of students were satisfied and in Spring 2018, 80.16% of students were satisfied for an overall 2017-18 82.21% satisfaction. In Fall 2018, 82.65% of students were satisfied and in Spring 2019, 80.94% of students were satisfied for an overall 2017-18 81.79% satisfaction. **Met.**



Alumni Survey. In retrospect, how would you judge the academic rigor of your program?<sup>55</sup>

- 80% of alumni will respond extremely rigorous or moderately rigorous.

**Results:** Summer 2016, 84.55% of alumni indicated rigorous. Summer 2019, 81.89% of alumni indicated rigorous. **Met.**

<sup>53</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 23.1 asks, "How satisfied are you that Concordia is providing you with the support needed: 1.) to prepare you for future academic studies?" Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,467 (86.24%) answered the question. Of the 1,294 Fall 2016 respondents, 1,080 (83.46%) answered the question. Of the 1,670 Fall 2017 respondents, 1,305 (78.14%) answered the question. Of the 1,444 Spring 2018 respondents, 1,077 (74.58%) answered the question. Of the 1,672 Fall 2017 respondents, 1,291 (77.21%) answered the question. Of the 1,702 Spring 2018 respondents, 1,321 (79.00%) answered the question.

<sup>54</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 23.2 asks, "How satisfied are you that Concordia is providing you with the support needed: 2.) to prepare you to get a good job or to advance in your present job?" Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,464 (86.07%) answered the question. Of the 1,294 Fall 2016 respondents, 1,076 (83.15%) answered the question. Of the 1,670 Fall 2017 respondents, 1,291 (77.31%) answered the question. Of the 1,444 Spring 2018 respondents, 1,058 (73.27%) answered the question. Of the 1,672 Fall 2018 respondents, 1,291 (77.21%) answered the question. Of the 1,702 Spring 2019 respondents, 1,317 (77.38%) answered the question.

<sup>55</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 32 asks, "In retrospect, how would you judge the academic rigor of your program?" Response options: Extremely rigorous, Moderately rigorous, Average, Moderately easy, and Very easy. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 809 (86.06%) answered the questions. Of the 780 Summer 2019 respondents, 635 (81.41%) answered the question.





Faculty Survey. To what extent do you think Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness?<sup>56</sup>

- 80% of faculty will respond strongly agree or agree.

**Results:** Spring 2016, 87.83% of faculty agreed. Spring 2017, 88.65% of faculty agreed. In Fall 2018, 83.90% of faculty agreed and 75.91% of unknown employee-type agreed. Fall 2019, 85.48% of faculty agreed. **Met.**



Staff Survey. To what extent do you think Concordia offers programs to prepare students for meaningful; vocations through intellectually challenging academic engagement, research and global preparedness?<sup>57</sup>

- 80% of staff will respond strongly agree or agree.

**Results:** Spring 2016, 83.85% of staff agreed. Spring 2017, 84.74% of staff agreed. In Fall 2018, 80.85% of staff agreed and 75.91% of unknown employee-type agreed. Fall 2019, 84.74% of staff agreed. **Met.**



Community Awareness and Perceptions Research - Does Concordia currently live up to the statements “Concordia provides rigorous academics” and “Concordia graduates students who are career-ready?”<sup>58</sup>

- 80% will respond strongly agree or agree.

**Results:** 2015, 34.39% of individuals in Boise, ID agreed regarding rigorous academics. 2019, 58% of individuals in Portland, OR agree Concordia provides rigorous academics. **Not Met.**

**Results:** 2019, 69% of individuals in Portland, OR agree Concordia graduates students who are career-ready. **Not Met.**



Community Awareness and Perceptions Research - “Why do you have a favorable view of Concordia” and “Thinking back, what was the first thing that came to mind when I mentioned Concordia? What else can you tell me about Concordia, What is Concordia known for?”

- Rigor-related constructs will be positively regarded and frequently found through qualitative theming/categorization.

**Results:** Met via qualitative scan. **Met.**

<sup>56</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.4 asks, “To what extent do you agree with the following statements: 4.) Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know/Not sure. Of the 212 Spring 2016 staff respondents, 166 (78.3%) answered the question. Of the 161 Spring 2017 staff respondents, 138 (85.71%) answered the question. Of the 131 Fall 2018 faculty respondents, 118 (90.08%) answered the question. Of the 133 Fall 2018 unknown respondents, 83 (62.41%) answered the question. Of the 284 Fall 2019 faculty respondents, 248 (87.32%) answered the question.

<sup>57</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.4 asks, “To what extent do you agree with the following statements: 4.) Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know/Not sure. Of the 212 Spring 2016 staff respondents, 166 (78.3%) answered the question. Of the 161 Spring 2017 staff respondents, 138 (85.71%) answered the question. Of the 61 Fall 2018 staff respondents, 47 (77.05%) answered the question. Of the 133 Fall 2018 unknown respondents, 83 (62.41%) answered the question. Of the 148 Fall 2019 staff respondents, 123 (83.11%) answered the question. Of the 148 Fall 2019 staff respondents, 129 (87.16%) answered the question.

<sup>58</sup> The Concordia University Community Awareness and Perceptions Research purposes to increase insight into awareness, knowledge of Lutheran identity/brand, and perceptions of Concordia held by those in the community as well as measures the impact of university activities, efforts, and service. As a first step, this research was designed to investigate the awareness and perception of Concordia University in the immediate surrounding geographic region (Portland MSA). The online sample was pulled from research panelists residing in Portland’s Metropolitan Area (MSA). To the extent possible, area code 97211 was reported separately. Approximately 13,000 email invitations were sent to panelists in the MSA and Zip Code areas. From this list 1,053 unique entrants passed the audience targeting questions for our sample provider. Among those, 572 clicked through to begin the survey. 200 went no further than the landing page. 72 started the survey and did not finish. 300 completed the survey. A7.A-B asks “How strongly do you agree or disagree with each of the following statements about Concordia University Portland: a.) provides rigorous academics and b. graduates students who are career-ready)” Response options were Strongly agree, Agree, Neither agree or Disagree, Disagree, and Strongly disagree. For this report, Don’t Know results were not included in the denominator. Of the 300 community members, 160 (53.33%) answered this question.



Partially  
met

Students will engage with expert, distinctive faculty.



No new data

#### Faculty credentials

- 95% of fulltime faculty having/pursuing a terminal degree.

**Results:** Out of 119 total full-time faculty, 105 have a terminal degree or are enrolled in a terminal degree program, 2 will be beginning such this academic year (89.9%). **Not Met.**



No new data

#### Faculty scholarship

- 85% of Law school faculty are fulfilling the expectation of faculty scholarship (research and publication)

**Results:** Fall 2017, 100% of Law School faculty are meeting the expectation of faculty scholarship. **Met.**

- 50% of full-time Portland faculty will be engaged in scholarship/publication (CTEP)

**Results:** Fall 2017, 70% of full-time Portland faculty are engaged in scholarship/publication. **Met.**<sup>60</sup>



Not met

#### National Survey of Student Engagement Experiences with Faculty Engagement Indicators: Effective Teaching<sup>61</sup>

- The mean Effective Teaching Practices response for seniors will be at least 67% and 5% above the mean for first-year students as well as 5% above the mean for other Far West Private institutions.

#### Clearly explained course goals and requirements.

**Results:** Spring 2016, 89% of CUP seniors indicated very much or quite a bit. Spring 2017, 85% of CUP seniors indicated very much and quite a bit. Spring 2019, 66% of CUP seniors indicated very much and quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 9% above first-year students. Spring 2017, CUP seniors were 8% above First-Year students. Spring 2019, CUP seniors were 16% below First-Year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 5% above other Far West Private institutions. Spring 2017, CUP seniors were 4% above other Far West Private institutions. Spring 2019, CUP seniors were 17% below other Far West Private institutions. **Not Met.**

#### Taught course sessions in an organized way.

<sup>59</sup> The change in the overall indicator is a result of refinement of scoring, rather than a large-scale change in performance. Please see threshold definitions. Faculty Excellence has 6 indicators. 4 have no new data (apparent improvement on NSSE results is a reflection of the change in scoring for composite metrics). #4 does reflect improvement. #6 was not met either this year or last year, but does reflect a further decline into this year.

<sup>60</sup> Each Dean provided data for their respective college, via a college-specific framework. In the future, a University-wide framework will be created by academic leadership and applied in order to create consistent data and to increase cross-college reliability of results. Information on College of Education Faculty Chairs was not available at the time of this report.

<sup>61</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



**Results:** Spring 2016, 79% CUP seniors indicated very much or quite a bit. Spring 2017, 86% CUP seniors indicated very much or quite a bit. Spring 2019, 69% CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 7% below first-year students. Spring 2017, CUP seniors were 15% above First-Year students. Spring 2019, CUP seniors were 8% above First-Year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 4% below other Far West Private institutions. Spring 2017, CUP seniors were 8% above other Far West Private institutions. Spring 2019, CUP seniors were 11% below other Far West Private institutions. **Not Met.**

Used examples or illustrations to explain difficult points.

**Results:** Spring 2016, 87% of CUP seniors indicated very much or quite a bit. Spring 2017, 82% of CUP seniors indicated very much or quite a bit. Spring 2019, 58% of CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 6% above First-Year students. Spring 2017, CUP seniors were 11% above first-year students. Spring 2019, CUP seniors were 21% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 6% above other Far West Private institutions. Spring 2017, CUP seniors were 4% above other Far West Private institutions. Spring 2019, CUP seniors were 21% below other Far West Private institutions. **Not Met.**

Provided feedback on a draft or work in progress.

**Results:** Spring 2016, 64% of CUP seniors indicated very much or quite a bit. Spring 2017, 58% of CUP seniors indicated very much or quite a bit. Spring 2018, 50% of CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 10% below First-Year students. Spring 2017, CUP seniors were 1% below first-year students. Spring 2019, CUP seniors were 12% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 4% below other Far West Private institutions. Spring 2017, CUP seniors were 3% below other Far West Private institutions. Spring 2018, CUP seniors were 17% below other Far West Private institutions. **Not Met.**

Provided prompt and detailed feedback on tests or completed assignments.

**Results:** Spring 2016, 67% CUP seniors indicated very much or quite a bit. Spring 2017, 73% CUP seniors indicated very much or quite a bit. Spring 2019, 49% CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 9% below first-year students. Spring 2017, CUP seniors were 26% above First-Year students. Spring 2019, CUP seniors were 11% below First-Year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 4% below other Far West Private institutions. Spring 2017, CUP seniors were 10% above other Far West Private institutions. Spring 2019, CUP seniors were 20% below other Far West Private institutions. **Not Met.**



#### Student Satisfaction Survey: Faculty Excellence Composite<sup>62</sup>

- 80% of students will respond with strongly agree or agree or very satisfied or satisfied across eight questions.

<sup>62</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). In the Fall 2016 Mission Report results from the following question were included: "how satisfied are you with faculty from outside of your academic program?" In Fall 2017 Deans and CAO removed this question from the survey and removed this consideration from the mission report. Question 28.1-4 asks "How satisfied are you with the following: 1.) The subject

How satisfied are you with the ability of faculty in your academic program to teach effectively?

63

**Results:** Spring 2016, 87.97% of students were satisfied. Fall 2016, 83.36% of students were satisfied. In Fall 2017, 83.36% of students were satisfied and in Spring 2018, 82.57% of students were satisfied for an overall 2017-18 84.04% satisfaction. In Fall 2018, 84.42% of students were satisfied and in Spring 2019, 83.90% of students were satisfied for an overall 2018-19 84.16% satisfaction. **Met.**

How satisfied are you with the subject knowledge of faculty in your academic program?

**Results:** Spring 2016, 92.18% of students were satisfied. Fall 2016, 90.08% of students were satisfied. In Fall 2017, 91.71% of students were satisfied and in Spring 2018, 89.91% of students were satisfied for an overall 2017-18 90.90% satisfaction. In Fall 2018, 91.27% of students were satisfied and in Spring 2019, 90.71% of students were satisfied for an overall 2018-19 90.99% satisfaction. **Met.**

How satisfied are you with the use of technology by the faculty in your academic program for instruction?

**Results:** Spring 2016, 86.43% of students were satisfied. Fall 2016, 83% of students were satisfied. In Fall 2017, 87.21% of students were satisfied and in spring 2018, 83.84% of students were satisfied for an overall 2017-18 85.69% satisfaction. In Fall 2018, 86.05% of students were satisfied and in spring 2019, 85.75% of students were satisfied for an overall 2018-19 85.90% satisfaction. **Met.**

How satisfied are you with the quality of online courses in your academic program at Concordia?

**Results:** Spring 2016, 77.56% of students were satisfied. Fall 2016, 72.78% of students were satisfied. In Fall 2017, 84.88% of students were satisfied and in Spring 2018, 82.64% of students were satisfied for an overall 2017-18 83.87% satisfaction. In Fall 2018, 84.23% of students were satisfied and in Spring 2019, 82.41% of students were satisfied for an overall 2018-19 83.30% satisfaction. **Met.**

Most faculty at Concordia are genuinely interested in students.

**Results:** Spring 2016 88.44% of students agreed. Fall 2016, 87.47% of students agreed. In Fall 2017, 89.54% of students agreed and in Spring 2018, 86.94% of students agreed for an overall 2017-18 88.37% agreement. In Fall 2018, 89.53% of students agreed and in Spring 2019, 88.57% of students agreed for an overall 2018-19 89.05% agreement.

**Met.**

Most faculty at Concordia are interested in helping students grow in more than just academic areas.

**Results:** Spring 2016, 79.2% of students agreed. Fall 2016, 79.85% of students agreed. In Fall 2017, 79.87% of students agreed and in Spring 2018, 78.85% of students agreed for an overall 2017-18 79.41% agreement. In Fall 2018, 78.97% of students agreed and in Spring 2019, 80.17% of students agreed for an overall 2018-19 79.57% agreement.

**Not Met.**

Most faculty in your academic area at Concordia are good at providing prompt and useful feedback.

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knowledge of faculty in your academic program 2.) The ability of faculty in your academic program to teach effectively, 3.) The use of technology by the faculty in your academic program for instruction, and 4.) The quality of online courses in your academic program at Concordia." Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. Question 29.1-3 asks "To what extent do you agree or disagree that most faculty in your academic area at Concordia are: 1.) Genuinely interested in students 2.) Interested in helping students grow in more than just academic areas 3.) Good at providing prompt and useful feedback." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,369 (80.48%) answered one or more of these questions. Of the 1,294 Fall 2016 respondents, 933 (72.10%) answered at least of the one or more of the questions. Of the 1,670 Fall 2017 respondents, 1,111 (66.53%) answered at least of the one or more of the questions. Of the 1,444 Spring 2018 respondents, 910 (63.02%) answered one or more of these questions. Of the 1,672 Fall 2018 respondents, 1,084 (64.83%) answered at least of the one or more of the questions. Of the 1,702 Spring 2019 respondents, 1,114 (65.45%) answered one or more of these questions.

<sup>63</sup>Survey question changed in Fall 2016. Previous survey question: "How satisfied are you with the quality of Faculty within your academic program?"

**Results:** Spring 2016, 83.94% of students agreed. Fall 2016, 79.63% of students agreed. In Fall 2017, 82.34% of students agreed and in Spring 2018, 82.61% of students agreed for an overall 2017-18 82.46% agreement. In Fall 2018, 81.50% of students agreed and in Spring 2019, 81.91% of students agreed for an overall 2018-19 81.70% agreement.

**Met.**



Partially  
met

Alumni Survey. How would you rate the quality of faculty within your academic major and the quality of faculty in your general education and elective courses?<sup>64</sup>

- 85% of students will respond very high or high.

**Results.** Summer 2016, 85.2% of alumni responded very high or high regarding faculty within their major. Summer 2019, 85.63% of alumni responded very high or high regarding faculty within their major. **Met.**

**Results.** Summer 2016, 67.34% of alumni responded very high or high regarding general education and elective faculty. Summer 2019, 80.88% of alumni responded very high or high regarding general education and elective faculty. **Not Met.**



Not met

Faculty Survey: Resources and Recognition Composite<sup>65</sup>

- 80% of faculty will respond strongly agree or agree across four questions.

My department values employees who strive to increase their professional expertise and effectiveness.<sup>66</sup>

**Results:** Spring 2016, 75.51% of faculty agreed. Spring 2017, 75.65% of faculty agree.

**No New Data - Not Met.**

The university provides adequate opportunities for professional development.

**Results:** Spring 2016, 62.75% of faculty agreed. Spring 2017, 57% of faculty agreed. In Fall 2018, 59.26% of faculty agreed and 37.81% of unknown employee-type agreed. Fall 2019, 52.27% of faculty agreed. **Not Met.**

The university recognizes innovation and high-quality teaching.

**Results:** Spring 2016, 65.17% of faculty agreed. Spring 2017, 61.14% of faculty agreed. In Fall 2018, 57.28% of faculty agreed and 47.22% of unknown employee-type agreed. Fall 2019, 66.51% of faculty agreed. **Not Met.**

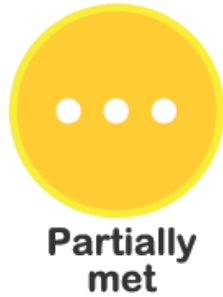
Faculty are regularly recognized for their other contributions.

**Results:** Spring 2016, 47.52% of faculty agreed. Spring 2017, 45.02% of faculty agreed. In Fall 2018, 40.38% of faculty agreed and 27.16% of unknown employee-type agreed. Fall 2019, 63.16% of faculty agreed. **Not Met.**

<sup>64</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 23.1-2 asks, "How would you rate the quality of: 1.) Faculty within your academic area? 2.) Faculty of your general education and elective courses?" Response options: Very high, High, Average, Very low, N/A. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 790 (84.04%) answered one or more of the questions. Of the 780 Summer 2019 respondents, 523 (67.05%) answered the question.

<sup>65</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 21.1 asks, "How satisfied are you that Concordia provides you with: 1.) Adequate professional development." Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. Question 22.1-2 ask, "To what extent do you agree with the following statements: 1.) The university recognizes innovation and high-quality teaching, and 2.) Faculty are regularly recognized for their other contributions." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 345 (62.73%) answered at least one of the questions. Of the 248 Spring 2017 faculty respondents, 191 (77.01%) answered at least one of the questions. Of the 131 Fall 2018 faculty respondents, 36 (59.02%) answered at least one of the questions. Of the 133 Fall 2018 unknown respondents, 81 (60.90%) answered at least one of the questions. Of the 284 Fall 2019 faculty respondents, 190 (66.90%) answered at least one of the questions.

<sup>66</sup> For the Fall 2019 Employee Survey the question was removed. The question will be added to the 2020 survey.



Students will understand, value and play a role in the diverse global community.



### Intercultural Knowledge General Education Core Competency Rubric

- Each term, undergraduates will hold an average of at least 3 on a 0-4 point scale across all courses integrating this Core Competency.

**Results:** Spring 2016, undergraduates held an average of 3.08. Spring 2017, undergraduates held an average of 3.15. Spring 2018, undergraduates held an average of 3.52. Spring 2019, undergraduates held an average of 3.64. **Met.**



### Diversity on campus<sup>67</sup>

- Statistics of student body, staff, faculty – comparisons to peer/aspirational schools – year over year

The Diversity Taskgroup is currently meeting to determine and investigate diversity at Concordia.

- Comparisons to neighborhood, zip code, city, county, state – year over year

The Diversity Taskgroup is currently meeting to determine and investigate diversity at Concordia.



### National Survey of Student Engagement Academic Challenge Engagement Indicators: Reflective and Integrative Learning<sup>68</sup>

- The mean Reflective and Integrative Learning response for seniors will be at least 75% and 5% above the mean for first-year students as well as 5% above the mean for other Far West Private institutions.

Combined ideas from different courses when completing assignments.

**Results:** Spring 2016, 71% of CUP seniors indicated they combined different ideas. Spring 2017, 81% of CUP seniors indicated they combined different ideas. Spring 2019, 71% of CUP seniors indicated they combined different ideas. **Not Met.**

**Results:** Spring 2016, CUP seniors were 5% above First-Year students. Spring 2017, CUP seniors were 39% above first-year students. Spring 2019, CUP seniors were 11% above first-year students. **Met.**

**Results:** Spring 2016, CUP seniors were 1% above other Far West Private institutions. Spring 2017, CUP seniors were 10% above other Far West Private institutions. Spring 2019, CUP seniors were 3% below other Far West Private institutions. **Not Met.**

Connected your learning to societal problems or issues.

<sup>67</sup> Diversity Advisory Council is currently meeting to determine and investigate diversity at Concordia.

<sup>68</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.

**Results:** Spring 2016, 65% of CUP seniors indicated they connected learning. Spring 2017, 76% of CUP seniors indicated they connected learning. Spring 2019, 71% of CUP seniors indicated they connected learning. **Not Met.**

**Results:** Spring 2016, CUP seniors were 4% above first-year students. Spring 2017, CUP seniors were 23% above first-year students. Spring 2019, CUP seniors were 18% above first-year students. **Met.**

**Results:** Spring 2016, CUP seniors were 7% below other Far West Private institutions. Spring 2017, CUP seniors were 11% above other Far West Private institutions. Spring 2019, CUP seniors were 3% below other Far West Private institutions. **Not Met.**

Included diverse perspectives (political, religious, racial/ethnic, gender, etc.) in course discussions or assignments.

**Results:** Spring 2016, 58% of CUP seniors indicated they included diverse perspectives. Spring 2017, 72% of CUP seniors indicated they included diverse perspectives. Spring 2019, 60% of CUP seniors indicated they included diverse perspectives. **Not Met.**

**Results:** Spring 2016, CUP seniors were equal to first-year students. Spring 2017, CUP seniors were 24% above to First-Year students. Spring 2019, CUP seniors were equal to First-Year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 8% below other Far West Private institutions. Spring 2017, CUP seniors were 16% below other Far West Private institutions. Spring 2019, CUP seniors were 3% above other Far West Private institutions. **Not Met.**

Examined the strengths and weaknesses of your own views on a topic or issue.

**Results:** Spring 2016, 63% of CUP seniors indicated examining their views. Spring 2017, 72% of CUP seniors indicated examining their views. 2019, 70% of CUP seniors indicated examining their views. **Not Met.**

**Results:** Spring 2016, CUP seniors were 5% above First-Year students. Spring 2017, CUP seniors were 8% above first-year students. Spring 2019, CUP seniors were 7% above first-year students. **Met.**

**Results:** Spring 2016, CUP seniors were 11% below other Far West Private institutions. Spring 2017, CUP seniors were 4% above other Far West Private institutions. Spring 2019, CUP seniors were 3% above other Far West Private institutions. **Not Met.**

Tried to better understand someone else's views by imagining how an issue looks from his or her perspective.

**Results:** Spring 2016, 71% of CUP seniors indicated trying to understand someone else's views. Spring 2017, 79% of CUP seniors indicated trying to understand someone else's views. Spring 2019, 77% of CUP seniors indicated trying to understand someone else's views. **Met.**

**Results:** Spring 2016, CUP seniors were 1% below first-year students. Spring 2017, CUP seniors were 11% above first-year students. Spring 2018, CUP seniors were 1% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 6% below other Far West Private institutions. Spring 2017, CUP seniors were 4% above other Far West Private institutions. Spring 2019, CUP seniors were equal to other Far West Private institutions. **Not Met.**

Learned something that changed the way you understand an issue or concept.

**Results:** Spring 2016, 54% of CUP seniors changed their understanding. Spring 2017, 78% of CUP seniors changed their understanding. Spring 2019, 84% of CUP seniors changed their understanding. **Met.**

**Results:** In Spring 2016, CUP seniors were 18% below First-Year students. In Spring 2017, CUP seniors were 4% above first-year students. In Spring 2019, CUP seniors were 11% above first-year students. **Met.**

**Results:** Spring 2016, CUP seniors were 22% below other Far West Private institutions. Spring 2017, CUP seniors were 4% above other Far West Private institutions. Spring 2019, CUP seniors were 8% below other Far West Private institutions. **Not Met.**

Connected ideas from your courses to your prior experiences and knowledge.

**Results:** Spring 2016, 86% of CUP seniors connected ideas. Spring 2017, 88% of CUP seniors connected ideas. Spring 2019, 88% of CUP seniors connected ideas. **Met.**

**Results:** Spring 2016, CUP seniors were 3% above first-year students. Spring 2017, CUP seniors were 10% above first-year students. Spring 2019, CUP seniors were 10% above first-year students. **Met.**

**Results:** Spring 2016, CUP seniors were equal to other Far West Private institutions. Spring 2017, CUP seniors were 3% above other Far West Private institutions. Spring 2019, CUP seniors were 2% below other Far West Private institutions. **Not Met.**



National Survey of Student Engagement Learning with Peers Engagement Indicators:  
Discussions with Diverse Others<sup>69</sup>

- The mean Discussions with Diverse Others response for seniors will be at least 75% and 15% above the mean for first-year students as well as 8% above the mean for other Far West Private institutions.

People from a race or ethnicity other than your own.

**Results:** Spring 2016, 69% of CUP seniors indicated often or very often. Spring 2017, 77% of CUP seniors indicated often or very often. Spring 2019, 83% of CUP seniors indicated often or very often. **Met.**

**Results:** Spring 2016, CUP seniors were 4% less to First-Year students. Spring 2017, CUP seniors were 11% above to first-year students. Spring 2019, CUP seniors were 12% above first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 10% below other Far West Private institutions. Spring 2017, CUP seniors were 1% below other Far West Private institutions. Spring 2019, CUP seniors were 6% below other Far West Private institutions. **Not Met.**

People from an economic background other than your own.

**Results:** Spring 2016, 77% of CUP seniors indicated often or very often. Spring 2017, 72% of CUP seniors indicated often or very often. Spring 2019, 84% of CUP seniors indicated often or very often. **Met.**

**Results:** Spring 2016, CUP seniors were 20% above First-Year students. Spring 2017, CUP seniors were 10% above first-year students. Spring 2019, CUP seniors were 10% above first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were equal to other Far West Private institutions. Spring 2017, CUP seniors were 4% below other Far West Private institutions. Spring 2019, CUP seniors were 10% below other Far West Private institutions. **Not Met.**

People with religious beliefs other than your own.

**Results:** Spring 2016, 65% of CUP seniors indicated often or very often. Spring 2017, 76% of CUP seniors indicated often or very often. Spring 2019, 79% of CUP seniors indicated often or very often. **Met.**

<sup>69</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



**Results:** Spring 2016, CUP seniors were 4% below First-Year students. Spring 2017, CUP seniors were 1% above first-year students. Spring 2019, CUP seniors were 4% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 3% below other Far West Private institutions. Spring 2017, CUP seniors were 6% above other Far West Private institutions. Spring 2019, CUP seniors were 13% below other Far West Private institutions. **Not Met.**

People with political views other than your own.

**Results:** Spring 2016, 65% of CUP seniors indicated often or very often. Spring 2017, 78% of CUP seniors indicated often or very often. Spring 2019, 72% of CUP seniors indicated often or very often. **Not Met.**

**Results:** Spring 2016, CUP seniors were 3% above First-Year students. Spring 2017, CUP seniors were 7% above first-year students. Spring 2019, CUP seniors were 5% above first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 4% below other Far West Private institutions. Spring 2017, CUP seniors were 15% above other Far West Private institutions. Spring 2019, CUP seniors were 8% below other Far West Private institutions. **Met.**



#### Faculty Survey

80% of faculty will respond very satisfied or satisfied strongly or agree or agree across two questions.

The university makes a concerted effort to create a welcoming and fair environment for all students.

**Results.** Spring 2016, 78.59% of faculty were satisfied. Spring 2017, 69.15% of faculty were satisfied. In 2018, 79.57% of faculty were satisfied and 65.33% of unknown employee-type were satisfied. Fall 2019, 79.37% of faculty agreed. **Not Met.**

To what extent do you agree that Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness?<sup>70</sup>

**Results.** Spring 2016, 87.83% of faculty agreed. Spring 2017, 88.65% of faculty agreed. In 2018, 83.90% of faculty agreed and 75.91% of unknown employee-type agreed. Fall 2019, 85.48% of faculty agreed. **Met.**

<sup>70</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 29.2 asks, "How satisfied are you that Concordia makes a concerted effort to create a welcoming and fair environment for: 2.) All students." Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don't know/Not sure. Question 7.4 asks, "To what extent do you agree with the following statements: 4.) Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 405 (73.64%) answered at least one of the questions. Of the 248 Spring 2017 faculty respondents, 201 (81.04%) answered at least one of the questions. Of the 131 Fall 2018 faculty respondents, 118 (90.08%) answered the question. Of the 133 Fall 2018 unknown respondents, 75 (56.39%) answered at least one of the questions. Of the 284 Fall 2019 faculty respondents, 189 (66.55%) answered at least one of the questions.



#### Staff Survey.

80% of staff will respond very satisfied or satisfied strongly or agree or agree across two questions.

The university makes a concerted effort to create a welcoming and fair environment for all students.

**Results.** Spring 2016, 60.84% of staff were satisfied. Spring 2017, 52.42% of staff were satisfied. In 2018, 69.45% of staff were satisfied and 65.33% of unknown employee-type were satisfied. Fall 2019, 67.27% of staff agreed. **Not Met.**

To what extent do you agree that Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness?<sup>71</sup>

**Results.** Spring 2016, 72.87% of staff agreed. Spring 2017, 78.26% of staff agreed. In 2018, 80.85% of staff agreed and 75.91% of unknown employee-type agreed. Fall 2019, 88.37% of staff agreed. **Met.**

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<sup>71</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 29.2 asks, "How satisfied are you that Concordia makes a concerted effort to create a welcoming and fair environment for: 2.) All students." Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don't know/Not sure. Question 7.4 asks, "To what extent do you agree with the following statements: 4.) Concordia offers programs to prepare students for meaningful vocations through intellectually challenging academic engagement, research and global preparedness." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 212 Spring 2016 staff respondents, 148 (69.81%) answered at least one of the questions. Of the 161 Spring 2017 staff respondents, 124 (77.02%) answered at least one of the questions. Of the 61 Fall 2018 staff respondents, 47 (77.05%) answered the question. Of the 133 Fall 2018 unknown respondents, 75 (56.39%) answered at least one of the questions. Of the 148 Fall 2019 staff respondents, 110 (74.32%) answered the question.



**Not met**

## Expectation and Experience<sup>72</sup>

Concordia students will experience distinctive and valuable Christian higher education.



**Not met**

### Graduation rates

- Concordia students will graduate at a minimum rate per cohort, and if above the minimum rate, will graduate at least at, or no less than 3% below the prior three-year rolling average.<sup>73</sup>

Program Completion	Target Completion Rate	Rolling Average of Prior Cohorts	Cohort for Completion (150% normal time-to-completion)	Cohort Completion Rate	Delta to Target	Delta to Rolling Average	2019
Freshmen	60%	46%	August 2013 to 2019	44%	-16%	-2%	<b>Not met</b>
Transfer	80%	57%	2010-11 to 2014-15	57%	-23%	0%	<b>Not met</b>
Masters of Community Psychology	75%	N/A	August 2016 to 2019	56%	-19%	n/a	<b>Not met</b>
Master of Teaching English to Speakers of Other Languages	60%	72%	August 2016 to 2019	63%	3%	-9%	<b>Met</b>
Master of Business Administration	89%	86%	August 2016 to 2019	79%	-10%	-7%	<b>Met</b>
Doctor of Education	57%	N/A	August 2013 to 2019	38%	-19%	n/a	<b>Not met</b>
Master of Arts in Teaching	95%	93%	June 2017 to January 2018	95%	0%	2%	<b>Met</b>
Master of Arts in Teaching (evening)	85%	85%	August 2016 to 2019	76%	-9%	-9%	<b>Met</b>
Master of Education	80%	77%	January 2018 to July 2019	66%	-14%	-11%	<b>Not met</b>
Juris Doctor	77%	N/A	August 2014 to January 2019	78%	2%	n/a	<b>Met</b>

<sup>72</sup> The change in the overall indicator is a result of refinement of scoring, rather than a large-scale change in performance. Please see threshold definitions. Expectation and Expectation has 9 indicators. 8 have no new data or are tbd (apparently improvement on NSSE results is a reflection of the change in scoring for composite metrics). #7 does reflects improvement.

<sup>73</sup> Freshmen defined as first time, full time freshmen. Completion targets and normal time-to-completion parameters were obtained directly from the dean/program director. Combined results shown for all programs with on-ground and online cohorts. Here, the combined target was derived from the median of the on-ground and online targets with bias toward the larger population.



## Retention rate

Concordia students will retain at a minimum rate per cohort, and if above the minimum rate, will retain at least at, or no less than 3% below the prior three-year rolling average.<sup>74</sup>

Retention Pool	Target Retention Rate	Rolling Average of Prior Periods	Period for Retention	Period Retention Rate	Delta to Target	Delta to Rolling Average	2019
<b>Undergraduate</b>	89%	74%	Fall 17 to Fall 18	75%	-14%	1%	<b>Not met</b>
Freshmen	84%	68%	Fall 17 to Fall 18	61%	-23%	-7%	<b>Not met</b>
Sophomore	87%	75%	Fall 17 to Fall 18	74%	-13%	-1%	<b>Not met</b>
Junior	90%	80%	Fall 17 to Fall 18	80%	-10%	0%	<b>Not met</b>
Senior	94%	72%	Fall 17 to Fall 18	79%	-15%	8%	<b>Not met</b>
Masters of Community Psychology	87%	63%	Fall 17 to Fall 18	65%	-22%	2%	<b>Not met</b>
Master of Teaching English to Speakers of Other Languages	77%	67%	Fall 17 to Fall 18	73%	-4%	6%	<b>Not met</b>
Master of Business Administration	94%	81%	Fall 17 to Fall 18	88%	-6%	7%	<b>Not met</b>
Doctor of Education (8 week sessions)	89%	89%	April 29, 2019	90%	1%	1%	<b>Met</b>
Master of Arts in Teaching	98%	84%	Spring 18 to Fall 18	83%	-15%	-1%	<b>Not met</b>
Master of Arts in Teaching (evening)	92%	84%	Fall 17 to Fall 18	85%	-7%	1%	<b>Not met</b>
Master of Education	<i>Pending retention modeling with Non-Standard Terms</i>						
Juris Doctor	93%	88%	Fall 17 to Fall 18	90%	-3%	2%	<b>Not met</b>

<sup>74</sup> Undergraduate class standing proxy is by credits - Freshmen: 0-29; Sophomore: 30-59; Junior: 60-89; Senior: 90+. Target completion rates and program-specific timeframes were provided by each dean/program director. Retention targets were calculated as the minimum period-over-period retention required to achieve the target completion rate within the 150% of program-specific normal time to completion. Calculations were performed via a reverse CAGR formula. Students completing the program were removed from retention calculation. As an example, consider a degree program with a fall 2017 enrollment of 100 students (EF17), of whom 50 retained to fall 2018 (EF18), 30 graduated (G), and 20 left the university without a degree (A). Under our current definition, the retention rate is 71%:

$$\frac{EF_{18}}{EF_{17} - G}$$



National Survey of Student Engagement. How would you evaluate your entire educational experience at this institution?<sup>75</sup>

- 80% of CUP seniors will respond excellent or good.

**Results:** Spring 2016, 89% of CUP seniors responded excellent or good. Spring 2017, 85% of CUP seniors indicated excellent or good. Spring 2019, 82% of CUP seniors indicated excellent or good. **Met.**



National Survey of Student Engagement. If you could start over again, would you go to the same institution you are now attending?<sup>76</sup>

- 80% of CUP seniors will respond definitely yes or probably yes.

**Results:** Spring 2016, 92% of CUP seniors responded yes or probably yes. Spring 2017, 83% of CUP seniors indicated yes or probably yes. Spring 2019, 77% of CUP seniors indicated yes or probably yes. **Not Met.**



National Survey of Student Engagement Campus Environment Engagement Indicators: Quality of Interactions<sup>77</sup>

- CUP seniors will indicate a mean response of at least 6 on a 7-point scale across the Quality of Interactions, and be at least 1.0 higher on a 7-point scale than the mean for first-year students and at least 1.0 higher than the mean for seniors at other Far West Private institutions.

Percentage rating a 6 or 7 on a scale from 1="Poor" to 7="Excellent" their interactions with:  
Quality of Interactions Engagement Indicator:  
Students

**Results:** Spring 2016, CUP seniors indicated a score of 6.0. Spring 2017, CUP seniors indicated a score of 5.5. Spring 2019, CUP seniors indicated a score of 5.8. **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.9 above first-year students. Spring 2017, CUP seniors were 0.3 above first-year students. Spring 2019, CUP seniors were 0.4 above first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.2 above other Far West Private institutions. Spring 2017, CUP seniors were 0.1 below other Far West Private institutions. Spring 2019, CUP seniors were 0.2 above other Far West Private institutions. **Not Met.**

Academic advisors

**Results.** Spring 2016, CUP seniors indicated a score of 5.3. Spring 2017, CUP seniors indicated a score of 5.4. Spring 2019, CUP seniors indicated a score of 5.3. **Not Met.**

**Results:** Spring 2017, CUP seniors were 0.2 below first-year students. Spring 2019, CUP seniors were 0.2 below first-year students. **Not Met.**

<sup>75</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.

<sup>76</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 CU first-year student response rate was 24% (67 of 279) and the CU senior response rate was 39% (55 of 141). The Spring 2014 CU first-year student response rate was 36% (77 of 214) and the CU senior response rate was 42% (79 of 188). The Spring 2015 CU first-year student response rate was 27% (42 of 156) and the CU senior response rate was 36% (62 of 172). The Spring 2016 CU first-year student response rate was 17% (33 of 195) and the CU senior response rate was 28% (48 of 170). The Spring 2017 CU first-year student response rate was 43% (107 of 250) and the CU senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.

<sup>77</sup> Ibid.

**Results:** Spring 2016, CUP seniors were equal to other Far West Private institutions. Spring 2017, CUP seniors were 0.3 above other Far West Private institutions. Spring 2019, CUP seniors were 0.1 below other Far West Private institutions. **Not Met.**

#### Faculty

**Results:** Spring 2016, CUP seniors indicated a score of 6.1. Spring 2017, CUP seniors indicated a score of 5.6. Spring 2019, CUP seniors indicated a score of 5.5. **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.7 above first-year students. Spring 2017, CUP seniors were equal to first-year students. Spring 2019, CUP seniors were 0.1 below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.3 above other Far West Private institutions. Spring 2017, CUP seniors were 0.1 above other Far West Private institutions. Spring 2019, CUP seniors were 0.2 below other Far West Private institutions. **Not Met.**

#### Student services staff (career services, student activities, housing, etc.)

**Results:** Spring 2016, CUP seniors indicated a score of 5.4. Spring 2017, CUP seniors indicated a score of 4.8. Spring 2019, CUP seniors indicated a score of 4.7. **Not Met.**

**Results:** Spring 2016, CUP seniors were equal to First-Year students. Spring 2017, CUP seniors were 0.8 below first-year students. Spring 2019, CUP seniors were 0.8 below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.3 above other Far West Private institutions. Spring 2017, CUP seniors were 0.5 below other Far West Private institutions. Spring 2019, CUP seniors were 0.3 below other Far West Private institutions. **Not Met.**

#### Other administrative staff and offices (registrar, financial aid, etc.)

**Results:** Spring 2016, CUP seniors indicated a score of 5.3. Spring 2017, CUP seniors indicated a score of 4.0. Spring 2019, CUP seniors indicated a score of 5.0. **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.5 above first-year students. Spring 2017, CUP seniors were 0.9 below first-year students. Spring 2019, CUP seniors were equal to first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 0.2 above other Far West Private institutions. Spring 2017, CUP seniors were 0.8 below other Far West Private institutions. Spring 2019, CUP seniors were 0.1 below other Far West Private institutions. **Not Met.**



#### National Survey of Student Engagement Supportive Environment Engagement Indicators: Supportive Environment<sup>78</sup>

- The mean Supportive Environment response for CUP seniors will be at least 67% and above the mean for first-year students as well as 5% above the mean for other Far West Private institutions. Percentage responding "very much" or "quite a bit" about how much the institution emphasized:

#### Providing support to help student succeed academically

**Results:** Spring 2016, 83% CUP seniors responded very much or quite a bit. Spring 2017, 74% CUP seniors indicated very much or quite a bit. Spring 2019, 64% CUP seniors indicated very much or quite a bit. **Not Met.**

<sup>78</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 first-year student response rate was 24% (67 of 279) and the senior response rate was 39% (55 of 141). The Spring 2014 first-year student response rate was 36% (77 of 214) and the senior response rate was 42% (79 of 188). The Spring 2015 first-year student response rate was 27% (42 of 156) and the senior response rate was 36% (62 of 172). The Spring 2016 first-year student response rate was 17% (33 of 195) and the senior response rate was 28% (48 of 170). The Spring 2017 first-year student response rate was 43% (107 of 250) and the senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.



**Results:** Spring 2016, CUP seniors were 2% below first-year students. Spring 2017, seniors were 1% below first-year students. Spring 2019, seniors were 11% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 7% above other Far West Private institutions. Spring 2017, CUP seniors were 5% above other Far West Private institutions. Spring 2019, CUP seniors were 9% below other Far West Private institutions. **Not Met.**

Using learning support services (tutoring services, writing center, etc.)

**Results:** Spring 2016, 63% of CUP seniors responded very much or quite a bit. Spring 2017, 74% of CUP seniors indicated very much or quite a bit. Spring 2019, 67% of CUP seniors indicated very much or quite a bit. **Met.**

**Results:** Spring 2016, CUP seniors were 17% below first-year students. Spring 2017, CUP seniors were 1% below first-year students. Spring 2019, CUP seniors were 20% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 8% below other Far West Private institutions. Spring 2017, CUP seniors were 10% above other Far West Private institutions. Spring 2019, CUP seniors were 1% above other Far West Private institutions. **Not Met.**

Encouraging contact among students from different backgrounds (soc., racial/eth., relig., etc.)

**Results:** Spring 2016, 54% of CUP seniors responded very much or quite a bit. Spring 2017, 56% of CUP seniors indicated very much or quite a bit. Spring 2019, 50% of CUP seniors indicated very much or quite a bit. **Not Met**

**Results:** Spring 2016, CUP seniors were 1% above first-year students. Spring 2017, CUP seniors were 3% below first-year students. Spring 2019, CUP seniors were 15% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 4% below other Far West Private institutions. Spring 2017, CUP seniors were 1% below other Far West Private institutions. Spring 2019, CUP seniors were 7% below other Far West Private institutions. **Not Met.**

Providing opportunities to be involved socially

**Results:** Spring 2016, 72% of CUP seniors responded very much or quite a bit. Spring 2017, 80% of CUP seniors indicated very much or quite a bit. Spring 2019, 64% of CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 10% above first-year students. Spring 2017, CUP seniors were 1% above first-year students. Spring 2019, CUP seniors were 15% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 10% above other Far West Private institutions. Spring 2017, CUP seniors were 19% above other Far West Private institutions. Spring 2019, CUP seniors were 3% above other Far West Private institutions. **Not Met.**

Providing support for your overall well-being (recreation, health care, counseling, etc.)

**Results:** Spring 2016, 52% of CUP seniors responded very much or quite a bit. Spring 2017, 77% of CUP seniors indicated very much or quite a bit. Spring 2019, 52% of CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 2% below first-year students. Spring 2017, CUP seniors were 3% above first-year students. Spring 2019, CUP seniors were 20% below first-year students. **Met.**

**Results:** Spring 2016, CUP seniors were 6% below other Far West Private institutions. Spring 2017, CUP seniors were 16% below other Far West Private institutions. Spring 2019, CUP seniors were 5% below other Far West Private institutions. **Not Met.**

Helping you manage your non-academic responsibilities (work, family, etc.)

**Results:** Spring 2016, 25% of CUP seniors responded very much or quite a bit. Spring 2017, 39% of CUP seniors indicated very much or quite a bit. Spring 2019, 31% of CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 5% below first-year students. Spring 2017, CUP seniors were 2% below first-year students. Spring 2019, CUP seniors were 14% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 9% below other Far West Private institutions. Spring 2017, CUP seniors were 9% above other Far West Private institutions. Spring 2019, CUP seniors were equal to other Far West Private institutions. **Not Met.**

Attending campus activities and events (performing arts, athletic events, etc.)

**Results:** Spring 2016, 51% of CUP seniors responded very much or quite a bit. Spring 2017, 59% of CUP seniors indicated very much or quite a bit. Spring 2019, 39% of CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 25% below first-year students. Spring 2017, CUP seniors were 3% below first-year students. Spring 2019, CUP seniors were 36% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 5% above other Far West Private institutions. Spring 2017, CUP seniors were 13% above other Far West Private institutions. Spring 2019, CUP seniors were 5% below other Far West Private institutions. **Not Met.**

Attending events that address important social, economic, or political issues

**Results:** Spring 2016, 46% of CUP seniors responded very much or quite a bit. Spring 2017, 50% of CUP seniors indicated very much or quite a bit. Spring 2019, 29% of CUP seniors indicated very much or quite a bit. **Not Met.**

**Results:** Spring 2016, CUP seniors were 10% less to first-year students. Spring 2017, CUP seniors were 4% above first-year students. Spring 2019, CUP seniors were 15% below first-year students. **Not Met.**

**Results:** Spring 2016, CUP seniors were 3% above other Far West Private institutions. Spring 2017, CUP seniors were 8% above other Far West Private institutions. Spring 2019, CUP seniors were 11% below other Far West Private institutions. **Not Met.**



Student Satisfaction Survey: Expectation and Experience Composite<sup>79</sup>

- Students will respond with 80% agreement or satisfaction across four questions.

How satisfied are you that Concordia is providing you with the support needed to ensure your academic success?

**Results:** Spring 2016, 98.5% of students were satisfied. Fall 2016, 83.41% of students were satisfied. In Fall 2017, 85.17% of students were satisfied and in Spring 2018, 82.72% of students were satisfied for an overall 2017-18 84.06% satisfaction. In Fall 2018, 83.37% of students were satisfied and in Spring 2019, 82.92% of students were satisfied for an overall 2018-19 83.14% satisfaction. **Met.**

<sup>79</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). In 2017 the wording of this survey question was improved for specificity. The “financial success” portion of the question was removed for the 2017 and following iterations. The current question reads as stated. Question 23.3-5 asks “How satisfied are you that Concordia is providing you with the support needed: 3.) to ensure your academic success? 4.) to interact effectively in a diverse cultural environment and 5.) to better understand the Christian faith?” Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don’t know/Not sure. Question 42 asks “How satisfied are you with the specific areas of leadership development Concordia offers to students? Examples could be ASCU Student Clubs and Organizations, CU Club Sports, Leadership groups such as OSL, OMS, CLM, also internships/practicums, professional/academic presentations or research, courses on public speaking, etc.” Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don’t know/Not sure. Question 31.2 asks “Please, indicate how satisfied you are: 2.) that faculty are caring and supportive.” Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don’t know/Not sure. Question 6 asks “To what extent do you agree that Concordia is preparing you to be a leader for the transformation of society?” Response options, Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don’t know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,281 (75.31%) answered at least of the one or more of the questions. Of the 1,294 Fall 2016 respondents, 843 (65.15%) answered at least of the one or more of the questions. Of the 1,670 Fall 2017 respondents, 734 (43.95%) answered one or more of these questions. Of the 1,444 Spring 2018 respondents, 611 (42.31%) answered one or more of these questions. Of the 1,672 Fall 2018 respondents, 238 (14.23%) answered one or more of these questions. Of the 1,702 Spring 2019 respondents, 209 (12.28%) answered one or more of these questions.

How satisfied are you that Concordia is providing you with the support needed to interact effectively in a diverse cultural environment?

**Results:** Spring 2016 70.73% of students were satisfied. Fall 2016 71.43% of students were satisfied. In Fall 2017 75.93% of students were satisfied and in Spring 2018, 75.02% of students were satisfied for an overall 2017-18 75.02% satisfaction. In Fall 2018 74.90% of students were satisfied and in Spring 2019, 75.21% of students were satisfied for an overall 2018-19 75.06% satisfaction. **Not Met.**

How satisfied are you that Concordia is providing you with the support needed to better understand the Christian faith?

**Results:** Spring 2016, 57.43% of students were satisfied. Fall 2016, 47.09% of students were satisfied. In Fall 2017, 52.56% of students were satisfied and in spring 2018, 49.11% of students were satisfied for an overall 2017-18 50.99% satisfaction. In Fall 2018 46.21% of students were satisfied and in Spring 2019, 47.30% of students were satisfied for an overall 2018-19 46.75% satisfaction. **Not Met.**

How satisfied are you with the opportunities of leadership development that Concordia offers to students?

**Results:** Spring 2016, 45.35% of students were satisfied. Fall 2016, 63.17% of students were satisfied. In Fall 2017, 56.27% of students were satisfied and in spring 2018, 54.01% of students were satisfied for an overall 2017-18 55.24% satisfaction. In Fall 2018 56.72% of students were satisfied and in Spring 2019, 53.59% of students were satisfied for an overall 2018-19 55.26% satisfaction. **Not Met.**

I am developing meaningful and caring relationships with faculty.

**Results:** Spring 2016, 85.64% of students were satisfied. Fall 2016, 85.79% of students were satisfied. In Fall 2017, 82.52% of students were satisfied and in Spring 2018, 80.48% of students were satisfied for an overall 2017-18 81.60% satisfaction. In Fall 2018, 84.38% of students were satisfied and in Spring 2019, 83.94% of students were satisfied for an overall 2018-19 84.16% satisfaction. **Met.**

Overall, Concordia is preparing me to be a leader for the transformation of society.

**Results:** Spring 2016, 89.04% of students were satisfied. Fall 2016, 85.67% of students were satisfied. In Fall 2017, 85.17% of students were satisfied and in Spring 2018, 81.29% of students were satisfied for an overall 2017-18 83.38% satisfaction. In Fall 2018, 85.91% of students were satisfied and in Spring 2019, 84.55% of students were satisfied for an overall 2018-19 85.22% satisfaction. **Met.**



Alumni Survey. How satisfied were you with the academic program that you completed at Concordia?<sup>80</sup>

- 80% of alumni will respond very satisfied or satisfied.

**Results:** Summer 2016, 91.61% of alumni were satisfied. Summer 2019, 91.19% of alumni were satisfied. **Met.**

<sup>80</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 20 asks, "How satisfied were you with the academic program that you completed at Concordia?" Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 786 (83.62%) answered the questions. Of the 780 Summer 2019 respondents, 658 (84.36%) answered the question.



Alumni Survey. Would you recommend your academic program to a friend, relative, or colleague?<sup>81</sup>

- 80% of students will respond indicating that they are Promoters or Passive.<sup>82</sup>

**Results:** Summer 2016, 83.48% of alumni would recommend their academic program. Summer 2019, 87% of alumni would recommend their academic program. **Met.**

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<sup>81</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 3 asks, "On a scale of 0 to 10, where 0 is not likely at all and 10 is extremely likely, how likely are you to recommend **Concordia** to a friend or relative?" Response options: 0, 1, 2, 3, 4, 5, 6, 7, 8, 9, or 10. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 805 (85.64%) answered the questions. Of the 780 Summer 2019 respondents, 753 (96.54%) answered the question.

<sup>82</sup> Through Summer 2018 the Alumni Survey asked, "Would you recommend your academic program to a friend, relative, or colleague?" Response options: No, Maybe, Yes. In Fall 2017 the net promoter question was asked exclusively at the university level. In Spring 2018 and thereafter, the Alumni Survey asked "On a scale of 0 to 10, where 0 is not likely at all and 10 is extremely likely, how likely are you to recommend **Concordia** to a friend or relative?" Response options: 1, 2, 3, 4, 5, 6, 7, 8, 9 or 10. 10 and 9 are considered Net Promoters. 7-8 are considered Passive Promoters. 1-6 are considered Detractors. Previously the benchmark threshold achievement was determined by "Very satisfied" and "Satisfied" results. With this move to the Net Promoter Score question the threshold achievement was set to be met by Promoter and Passive results which are a score of 7-10. A net promoter is determined by Reichheld, F.F. (2003). *The One Number You Need to Grow*. *Harvard Business Review*, 1-11. Retrieved July 16, 2018, from <http://marketinglowcost.typepad.com/files/the-one-number-you-need-to-grow-1.pdf> as a respondent indicating an nine or higher.



**Partially  
met**

Students will develop a lifelong service ethic.



**Partially  
met**

National Survey of Student Engagement. About how many of your courses at this institution have included a community-based project (service-learning)?<sup>83</sup>

- 80% of CUP seniors, and at least 5% more than seniors at other Private Far West institutions, and 33% of CUP freshmen, and 5% more than freshman at other Private Far West institutions, will respond that all or most or some courses include service-learning.

**Results:** Spring 2016, 34% of CUP seniors indicated their courses included community-based projects. Spring 2017, 32% of CUP seniors indicated their courses included community-based projects. Spring 2019, 28% of CUP seniors indicated their courses included community-based projects. **Not Met.**

**Results:** Spring 2016, CUP seniors were 20% above other Far West Private institutions. Spring 2017, CUP seniors were 19% above other Far West Private institutions. Spring 2019, CUP seniors were 15% above other Far West Private institutions. **Met.**

**Results:** Spring 2016, 21% of first-year students indicated their courses included community-based projects. Spring 2017, 17% of first-year students indicated their courses included community-based projects. Spring 2019, 19% of first-year students indicated their courses included community-based projects. **Not Met.**

**Results:** Spring 2016, CUP first-year students were 10% above other Far West Private institutions. Spring 2017, CUP first-year students were 9% above other Far West Private institutions. Spring 2019, CUP first-year students were 8% above other Far West Private institutions. **Met.**



**Partially  
met**

National Survey of Student Engagement. About how many hours do you spend in a typical 7-day week doing community service or volunteer work?<sup>84</sup>

- CUP seniors will score at least 3 on an 8-point scale regarding time spent doing community services or volunteer work, and score at least 0.5 above seniors at other Far West Private institutions. Also, CUP first-year students will score at least 4 on the 8-point scale and 0.5 above first-year students at other Far West Private Institutions.

**Results:** Spring 2016, CUP seniors indicated a score of 4.5. Spring 2017, CUP seniors indicated a score of 5.2. Spring 2019, CUP seniors indicated a score of 3.2. **Met.**

**Results:** Spring 2016, CUP seniors were 0.9 above other Far West Private institutions. Spring 2017, CUP seniors were 1.7 above other Far West Private institutions. Spring 2019, CUP seniors were 0.2 below other Far West Private institutions. **Not Met.**

<sup>83</sup> Each odd-numbered year, Concordia administers the Indiana University National Survey of Student Engagement (NSSE) which collects information at hundreds of four-year colleges and universities about first-year and senior student experiences to assess student engagement and university services. The Spring 2013 first-year student response rate was 24% (67 of 279) and the senior response rate was 39% (55 of 141). The Spring 2014 first-year student response rate was 36% (77 of 214) and the senior response rate was 42% (79 of 188). The Spring 2015 first-year student response rate was 27% (42 of 156) and the senior response rate was 36% (62 of 172). The Spring 2016 first-year student response rate was 17% (33 of 195) and the senior response rate was 28% (48 of 170). The Spring 2017 first-year student response rate was 43% (107 of 250) and the senior response rate was 37% (62 of 170). The Spring 2019 CU first-year student response rate was 35% (88 of 254) and the CU senior response rate was 26% (55 of 213). NSSE represents multiple dimensions of student engagement via 10 Engagement Indicators calculated from 47 core NSSE questions.

<sup>84</sup> Ibid.

**Results:** Spring 2016, CUP first-year students indicated a score of 8.6. Spring 2017, CUP first-year students indicated a score of 3.1. Spring 2019, CUP first-year students indicated a score of 3.5. **Not Met.**

**Results:** Spring 2016, CUP first-year students were 6.1 above other Far West Private institutions. Spring 2017, CUP first-year students were 0.7 above other Far West Private institutions. Spring 2019, CUP first-year students were 1.0 above other Far West Private institutions. **Met.**



Not met

Student Satisfaction Survey. How satisfied are you with the opportunities for community service that Concordia University offers students?<sup>85</sup>

- 75% of students will respond very satisfied or satisfied.

**Result:** Spring 2016, 26.93% of students were satisfied. Fall 2016, 54.09% of students were satisfied.<sup>86</sup> In Fall 2018 47.68% of students were satisfied and in Spring 2019, 47.68% of students were satisfied for an overall 2018-19 48.37% satisfaction. **Not Met.**<sup>87</sup>



Not met

Student Satisfaction Survey. Participation in service activities enriches my educational experience at Concordia University.<sup>88</sup>

- 67% of students will respond very satisfied or satisfied.

**Results:** Spring 2016, 48.79% of students were satisfied. Fall 2016, 66.84% of students were satisfied. In Fall 2017, 62.38% of students agreed and in Spring 2018, 61.19% of students agreed for an overall 2017-18 61.56% agreement. In Fall 2018, 64.97% of students agreed and in Spring 2019, 63.20% of students agreed for an overall 2018-19 64.09% agreement. **Not Met.**<sup>89</sup>



Not met

Alumni Survey. Did the focus on service at Concordia positively impact your identity as a servant leader in your community, church, and the world since graduation?<sup>90</sup>

- 67% of alumni will respond agree or strongly agree.

**Results:** Summer 2016, 58.78% of alumni agreed. **Not Met.**

<sup>85</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 40 asks, "How satisfied are you with the opportunities for community service that Concordia offers to students?" Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,281 (75.25%) answered the question. Of the 1,294 Fall 2016 respondents, 440 (34%) answered the question. Of the 1,672 Fall 2018 respondents, 650 (38.88%) answered one or more of these questions. Of the 1,702 Spring 2018 respondents, 667 (39.19%) answered one or more of these questions.

<sup>86</sup> For the Fall 2017 and Spring 2018 Student Satisfaction Surveys the question was removed. The question was added to the Fall 2018 survey.

<sup>87</sup> Responses of "Don't know/Not sure" were excluded from analysis.

<sup>88</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 41 asks, "To what extent do you agree that participation in service activities enriches my educational experience at Concordia?" Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,279 (75.19%) answered the question. Of the 1,294 Fall 2016 respondents, 600 (46.68%) answered the question. Of the 1,670 Fall 2017 respondents, 957 (57.31%) answered the question. Of the 1,444 Spring 2018 respondents, 778 (53.88%) answered the question. Of the 1,672 Fall 2018 respondents, 825 (49.34%) answered the question. Of the 1,702 Spring 2019 respondents, 818 (48.06%) answered the question.

<sup>89</sup> Responses of "Don't know/Not sure" were excluded from analysis.

<sup>90</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 47 asks, "To what extent do you agree that the focus on service at Concordia positively impacted your current identity as a servant leader in my community, church and the world?" Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 771 (82.02%) answered the question. Of the 780 Summer 2019 respondents, 621 (79.62%) answered the question.





Alumni Survey. On average, approximately how many hours of community/volunteer service did you provide in the past calendar year?<sup>91</sup>

- 67% of alumni will report 12+ hours per year (1 hour per month) participating in community/volunteer service.

**Results:** Summer 2016, 77.09% of alumni indicated more than 1-2 hours a week. Summer 2019, 86.51% of alumni indicated more than 1-2 hours a week. **Met.**

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<sup>91</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are survey. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 52 asks, "On average, approximately how many hours of community/volunteer service did you provide in the past calendar year?" Response options: 0 hours per week, 1-2 hours per week, 3-5 hours per week, 6-9 hours per week, 10-19 hours per week, or 20+ hours per week. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 755 (80.32%) answered the questions. Of the 780 Summer 2019 respondents, 578 (74.10%) answered the question.



Concordia will foster internal/external mentor-relationships to fully develop students as servant leaders in their community, church, and the world.



### Student Satisfaction Survey: Relationships Composite<sup>92</sup>

- 67% Students will respond strongly agree or agree across three questions. Taking into consideration the impact that Concordia's Lutheran identity has made on your life, please rate the extent to which you agree or disagree that you believe: God calls me into certain roles, relationships, and occupations so that I can serve God and serve other people.

**Results:** Spring 2016, 75.29% of students agreed. Spring 2017, 80.18% of students agreed. In Fall 2017, 81.92% of students agreed and in Spring 2018, 78.52% of students agreed for an overall 2017-18 80.39% agreement. In Fall 2018, 75.79% of students agreed and in Spring 2019, 75.53% of students agreed for an overall 2018-19 75.66% agreement. **Met.**

I am developing meaningful and caring relationships with faculty.

**Results:** Spring 2016 69.77% of students agreed. Fall 2016, 85.79% of students were satisfied. In Fall 2017, 82.52% of students agreed and in Spring 2018, 80.48% of students agreed for an overall 2017-18 81.60% agreement. In Fall 2018, 84.38% of students agreed and in Spring 2019, 83.94% of students agreed for an overall 2018-19 84.16% agreement. **Met.**

I am developing meaningful and caring relationships with staff.

**Results:** Spring 2016, 85.64% of students agree. Fall 2016, 83.71% of students were satisfied. In Fall 2017, 82.58% of students agreed and in spring 2018, 79.6% of students agreed for an overall 2017-18 81.24% agreement. In Fall 2018, 83.82% of students agreed and in Spring 2019, 83.83% of students agreed for an overall 2018-19 83.82% agreement. **Met.**



### Student Satisfaction Survey: Mentoring/Leadership Composite<sup>93</sup>

- 67% Students will respond strongly agree or agree across three questions. How satisfied are you with the opportunities for leadership development that Concordia University offers to students?

<sup>92</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 44.6 asks, "Please rate the extent to which you agree or disagree with each of the following statement: 6.) I believe that God called me into certain roles, relationships, and occupations so that I can serve God and serve other people." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Question 31.2-3 asks, "Please, indicate how satisfied you are: 2.) that faculty are caring and supportive and 3.) that staff are caring and supportive." Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,279 (75.19%) answered one or more of these questions. Of the 1,294 Fall 2016 respondents, 797 (61.59%) answered at least one or more of the questions. Of the 1,670 Fall 2017 respondents, 1,095 (65.57%) answered one or more of these questions. Of the 1,444 Spring 2018 respondents, 968 (67.04%) answered one or more of these questions. Of the 1,672 Fall 2018 respondents, 1,107 (66.20%) answered the question. Of the 1,702 Spring 2019 respondents, 1,091 (64.10%) answered the question. Responses of "Don't know/Not sure" were excluded from analysis.

<sup>93</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The

**Results:** Spring 2016, 45.35% of students agreed. Fall 2016, 63.17% of students agreed. In Fall 2017, 56.27% of students agreed and in Spring 2018, 54.01% of students agreed for an overall 2017-18 55.24% agreement. In Fall 2018, 56.72% of students agreed and in Spring 2019, 53.59% of students agreed for an overall 2018-19 55.26% agreement. **Not Met.**<sup>94</sup>

Participation in leadership development activities enriches my educational experience at Concordia University.

**Results.** Spring 2016, 26.93% of students agreed. Fall 2016, 66.84% of students agreed. Fall 2017, % of students agreed. Spring 2018, % of students agreed. In Fall 2017, 62.38% of students agreed and in Spring 2018, 61.19% of students agreed for an overall 2017-18 61.56% agreement. In Fall 2018, 64.97% of students agreed and in Spring 2019, 63.20% of students agreed for an overall 2018-19 64.09% agreement. **Not Met.**<sup>95</sup>

Please rate the extent to which you agree or disagree ... I am developing relationships with internal and external mentors, who provide direct role-modeling and support, to prepare me for my role as a servant leader to my community, church, and the world.<sup>96</sup>

**Results.** Spring 2016, 59.75% of students agreed. Fall 2016, 63.39% of students agreed. In Fall 2018, 62.59% of students agreed and in Spring 2019, 64.92% of students agreed for an overall 2018-19 63.59% agreement. **Not Met.**<sup>97</sup>

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Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Spring 2018 response rate was 33.16% (1,444 of 4,354). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 42 asks, "How satisfied are you with the specific areas of leadership development Concordia offers to students? Examples could be ASCU Student Clubs and Organizations, CU Club Sports, Leadership groups such as OSL, OMS, CLM, also internships/practicums, professional/academic presentations or research, courses on public speaking, etc." Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. Question 41 asks, "To what extent do you agree or disagree that participation in service activities enriches my educational experience at Concordia?" Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Question 41 asks, "Please rate the extent to which you agree or disagree ... I am developing relationships with internal and external mentors, who provide direct role-modeling and support, to prepare me for my role as a servant leader to my community, church, and the world." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,279 (75.19%) answered one or more of these questions. Of the 1,294 Fall 2016 respondents, 562 (43.43%) answered at least one or more of the questions. Of the 1,669 Fall 2017 respondents, 734(43.98%) answered at least one or more of the questions. Of the 1,444 Spring 2018 respondents, 611 (42.31%) answered one or more of these questions. Of the 1,672 Fall 2018 respondents, 238 (14.23%) answered the question. Of the 1,702 Spring 2019 respondents, 209 (12.28%) answered the question.

<sup>94</sup> Responses of "Don't know/Not sure" were excluded from analysis.

<sup>95</sup> Responses of "Don't know/Not sure" were excluded from analysis.

<sup>96</sup> For the Fall 2017 and Spring 2018 Student Satisfaction Surveys the question was removed. The question was added to the Fall 2018 survey.

<sup>97</sup> Responses of "Don't know/Not sure" were excluded from analysis.



### Alumni Survey: Relationships Composite<sup>98</sup>

- 67% Alumni will respond strongly agree or agree across five questions.

Taking into consideration the impact that Concordia's Lutheran identity has made on your life, please rate the extent to which you agree or disagree ... I believe that God calls me into certain roles, relationships, and occupations so that I can serve God and serve other people.

**Results:** Summer 2016, 81.76% of alumni agreed. Summer 2019, 75.1% of alumni agreed. **Met.**

During my time at Concordia, I developed meaningful and caring relationships with other students.

**Results:** Summer 2016, 73.1% of alumni agreed. **No New Data<sup>99</sup> – Met.**

Please, indicate how satisfied you are that faculty are caring and supportive.

**Results:** Summer 2016, 69.54% of alumni agreed. Summer 2019, 92.08 of alumni were satisfied. **Met.**

Please, indicate how satisfied you are that staff are caring and supportive.

**Results:** Summer 2016, 57.35% of alumni agree. Summer 2019, 88.16% of alumni were satisfied. **Met.**

To what extent do you agree that during your time at Concordia, you engaged in relationships with internal and external mentors which fully prepared you for your role as a servant leader.

**Results:** Summer 2016, 58.5% of alumni agree. Summer 2019, 60.07% of alumni were satisfied. **Not Met.**

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<sup>98</sup> The annual Concordia University Alumni Survey is sent to alumni to assess the broad impact of Concordia on all alumni, to assess university-wide outcomes and satisfaction, and to investigate alumni employment, current services and activities. In odd-numbered years, alumni from academic years ending in odd numbers are surveyed. In even number years, alumni from academic years ending in even numbers are surveyed. The Fall 2015 response rate was 18.4% (1312 of 7121). The Summer 2016 response rate was 11.21% (940 of 8,386). The Summer 2019 response rate was response rate was 10.56% (780 of 7,389). Question 69.5 asks, "Taking into consideration the impact that Concordia's Lutheran identity has made on your life, please rate the extent to which you agree or disagree with each of the following statements: I believe that God calls me into certain roles, relationships, and occupations so that I can serve God and serve other people." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Question 8 asks, "Please, indicate how satisfied you are": 1.) that faculty are caring and supportive and 2.) that staff are caring and supportive. Response options: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied, Don't know/Not sure. Question 44 asks, "To what extent do you agree that during your time at Concordia, you engaged in relationships with internal and external mentors which fully prepared you for your role as a servant leader?" Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. The Fall 2015 question response rates are unknown. Of the 940 Summer 2016 respondents, 696 (74.04%) answered at least one or more of the questions. Of the 780 Summer 2019 respondents, 514 (65.9%) answered the question.

<sup>99</sup> In the 2019 Alumni Survey there was no new data for the question concerning students. It will be added to the 2020 Alumni Survey.



## Service Reputation

Concordia will be known by external constituents for developing exemplary servant leaders.



Concordia room/space usage metrics

- Rooms and indoor/outdoor spaces will be designated as prioritized/available for community use averaging at least 40 hours/week.

**Results:** Rooms and indoor/outdoor spaces continue to be available to the community free of charge and are used at a minimum of 40 hours/week.



Student Satisfaction Survey. One example of Concordia's community connections is partnering with Portland's K-8 Faubion School to provide student teachers, volunteers, reading assistance, curriculum support, and access to Concordia's athletic stadium. To what degree does this help demonstrate the connection of the campus to the community?<sup>100</sup>

- 67% of students will respond very much or much

**Results:** Spring 2016, 71.4% of students responded very much or some. Spring 2017, 68.55% of students responded very much or some.<sup>101</sup> In Fall 2018, 76.83% of students agreed and in Spring 2019, 71.29% of students agreed for an overall 2018-19 74.1% agreement. **Met.**<sup>102</sup>



Community Awareness and Perceptions Research - To what degree do you agree with: Concordia prepares leaders for the transformation of society.<sup>103</sup>

- 33% of regional population will indicate that Concordia prepares leaders for the transformation of society (Strongly agree and Agree).

**Result:** 2015, in Boise, ID, 253 regional/external individuals were asked if Concordia lives up to this. 79.3% agreed which was 14.7% below the 94.0% who said that this was important to them. 2019 in Portland, OR, 280 regional/external individuals were asked if Concordia prepares leaders for the transformation of society. 48% of individuals agreed. **Met.**

<sup>100</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 38 asks, "One example of Concordia's community connections is partnering with Portland's K-8 Faubion School to provide student teachers, volunteers, reading assistance, curriculum support, and access to Concordia's athletic stadium. To what degree does this help demonstrate the connection of the campus to the community?" Response options: Very much, Some, Not much, Not at all, and Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,287 (75.66%) answered the question. Of the 1,294 Fall 2016 respondents, 852 (65.84%) answered the question. Of the 1,672 Fall 2018 respondents, 328 (19.62%) answered the question. Of the 1,702 Spring 2019 respondents, 317 (18.63%) answered the question.

<sup>101</sup> For the Fall 2017 and Spring 2018 Student Satisfaction Surveys the question was removed. The question was added to the Fall 2018 survey.

<sup>102</sup> "Don't know/Not sure" were excluded from analysis.

<sup>103</sup> The Concordia University Community Awareness and Perceptions Research purposes to increase insight into awareness, knowledge of Lutheran identity/brand, and perceptions of Concordia held by those in the community as well as measures the impact of university activities, efforts, and service. As a first step, this research was designed to investigate the awareness and perception of Concordia University in the immediate surrounding geographic region (Portland MSA). The online sample was pulled from research panelists residing in Portland's Metropolitan Area (MSA). To the extent possible, area code 97211 was reported separately. Approximately 13,000 email invitations were sent to panelists in the MSA and Zip Code areas. From this list 1,053 unique entrants passed the audience targeting questions for our sample provider. Among those, 572 clicked through to begin the survey. 200 went no further than the landing page. 72 started the survey and did not finish. 300 completed the survey. A7.C asks "How strongly do you agree or disagree with each of the following statements about Concordia University Portland: prepares leaders for the transformation of society." Response options were Strongly agree, Agree, Neither agree or Disagree, Disagree, and Strongly disagree. For this report, Don't Know results were not included in the denominator. Of the 300 community members, 160 (53.33%) answered this question.



T.B.D.

#### Washington Monthly Rankings

- Composite of Social Mobility; Research; Service.<sup>104</sup>



T.B.D.

#### United States Presidential Ranking<sup>105</sup>

- Higher Education Community Service Honor Roll



Met

#### National Campus Compact – Service

- Rating/Comparison – Concordia will be in the top 5 of four-year private institutions in the state of Oregon for Community Engagement.<sup>106</sup>

The National Campus Compact Survey results for 15-16 indicated that our university was recognized as one the top five four-year private institutions in the state of Oregon for Community Engagement. The National Campus Compact Survey results for 17-18 indicated that our university was recognized as one of the top 3 four-year private institutions in the state of Oregon for Community Engagement. The National Campus Compact Survey results for 18-19 indicated that our university was recognized as one of the top four four-year private institutions in the state of Oregon for Community Engagement.

<sup>104</sup> Director of Strategic Partnerships is leading an initiative to provide for this indicator.

<sup>105</sup> Director of Operations, Office of the President is leading an initiative to provide the threshold for this indicator.

<sup>106</sup> Assistant Vice President of Student Engagement is leading an initiative to provide the threshold for this indicator.





Faculty and staff will demonstrate and model servant leadership.



Student Satisfaction Survey. Please rate the extent to which you agree or disagree that faculty and staff at Concordia University model servant leadership.<sup>107</sup>

- 67% of students will respond strongly agree or agree that faculty and staff model servant leadership.

**Result:** Spring 2016, 67.06% of students agreed. Spring 2017, 65.57% of students agreed. In Fall 2018, 70.82% of students agreed and in Spring 2019, 72.54% of students agreed for an overall 2018-19 71.67% agreement.<sup>108</sup> **Met.**<sup>109</sup>



Faculty Survey: Exemplary Service Values Composite<sup>110</sup>

- 80% of faculty will agree that service infuses Concordia across three questions. To what extent do you think the following core values inform and delineate decisions and choices made at CU ... Community?

**Results:** Spring 2016, 84.13% of faculty agreed. Spring 2017, 82.97% of faculty agreed. In 2018, 78.95% of faculty agreed and 79.31% of unknown employee-type agreed. Fall 2019, 78.52% of faculty agreed. **Not Met.**

To what extent do you think the following core values inform and delineate decisions and choices made at CU ... Service?

**Results:** Spring 2016, 82.43% of faculty agreed. Spring 2017, 87.33% of faculty agreed. In 2018, 78.07% of faculty agreed and 79.31% of unknown employee-type agreed. Fall 2019, 78.84% of faculty agreed. **Not Met.**

To what extent do you think CU ... Has a distinctive approach to leadership and service that is evident in most learning experiences and activities sponsored by the university?

**Results:** Spring 2016, 86.49% of faculty agreed. Spring 2017, 83.4% of faculty agreed. In 2018, 70.08% of faculty agreed and 67.07% of unknown employee-type agreed. Fall 2019, 72.66% of faculty agreed. **Not Met.**

<sup>107</sup> The twice-yearly Concordia University Student Satisfaction Survey is sent to rotating groups of all undergraduate and graduate students to enhance and improve the educational experience by securing information about student motivation, experience and expectations. The Spring 2016 response rate was 33% (1,701 of 5,212). The Fall 2016 response rate was 26.3% (1,294 of 4,920). The Fall 2017 response rate was 37.2% (1,670 of 4,484). The Fall 2018 response rate was 40.49% (1,672 of 4,129). The Spring 2019 response rate was 37.6% (1,702 of 4,539). Question 44.7 asks, "Please rate the extent to which you agree or disagree with each of the following statements: 7.) Faculty and staff at Concordia model servant leadership." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. The Fall 2014 response rates are unknown. Of the 1,701 Spring 2016 respondents, 1,275 (74.96%) answered the question. Of the 1,294 Fall 2016 respondents, 752 (58.11%) answered the question. Of the 1,672 Fall 2018 respondents, 1,059 (63.34%) answered the question. Of the 1,702 Spring 2019 respondents, 1,038 (60.99%) answered the question.

<sup>108</sup> For the Fall 2017 and Spring 2018 Student Satisfaction Surveys the question was removed. The question was added to the Fall 2018 survey.

<sup>109</sup> "Don't know/Not sure" were excluded from analysis.

<sup>110</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 8.4-5 ask, "To what extent do you agree that the following core values inform and delineate decisions and choices made at Concordia: 4.) Community and 5.) Service." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Question 7.2 asks, "To what extent do you agree with the following statements: 2.) Concordia has a distinctive approach to leadership and service which is evident in most learning experiences and activities sponsored by the university." Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don't know/Not sure. Of the 550 Spring 2016 faculty respondents, 484 (88%) answered at least one of the questions. Of the 248 Spring 2017 faculty respondents, 292 (92.34%) answered the questions. Of the 131 Fall 2018 faculty respondents, 115 (87.79%) answered the question. Of the 133 Fall 2018 unknown respondents, 82 (61.65%) answered the question. Of the 284 Fall 2019 faculty respondents, 241 (84.86%) answered at least one of the questions.



Faculty Survey. On average, approximately how many hours of community/volunteer service did you provide in the past calendar year?<sup>111</sup>

- 67% of faculty will volunteer at least 3-5 hours/month.<sup>112</sup>

**Results:** Spring 2016, 96.88% of faculty volunteered at least 1 hours/week. Spring 2017, 94.72% of faculty volunteered at least 1 hours/week. In 2018, 96.52% of faculty agreed and 81.93% of unknown employee-type agreed. Fall 2019, 79.13% of faculty volunteered at least 3-5 hours/month. **Met.**



Faculty Survey. To what extent do you agree with the following statement “Concordia employees embody servant leadership?”<sup>113</sup>

- 80% of faculty will respond strongly agree or agree.

**Results:** Spring 2016, 91.21% of faculty agreed. Spring 2017, 88.64% of faculty agreed. In 2018, 81.58% of faculty agreed and 81.61% of unknown employee-type agreed. Fall 2019, 81.71% of faculty agreed. **Met.**



Staff Survey: Exemplary Service Values Composite<sup>114</sup>

- 80% of staff will agree that service infuses Concordia across three questions.

To what extent do you think the following core values inform and delineate decisions and choices made at CU ... Community?

**Results:** Spring 2016, 78.26% of staff agreed. Spring 2017, 79.86% of staff agreed. In 2018, 78.26% of staff agreed and 79.31% of unknown employee-type agreed. Fall 2019, 76.87% of staff agreed. **Not Met.**

To what extent do you think the following core values inform and delineate decisions and choices made at CU ... Service?

**Results:** Spring 2016, 81.97% of staff agreed. Spring 2017, 86.33% of staff agreed. In 2018, 86.95% of staff agreed and 79.31% of unknown employee-type agreed. Fall 2019, 83.58% of staff agreed. **Met.**

<sup>111</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 12 asks, “On average, approximately how many hours of community/volunteer service did you provide in the past calendar year?” Response options: 0 hours per month, 1-2 hours per month, 3-5 hours per month, 6-9 hours per month, 10-19 hours per month, and 20+ hours per month. Of the 550 Spring 2016 faculty respondents, 479 (87.09%) answered the question. Of the 248 Spring 2017 faculty respondents, 208 (83.79%) answered the question. Of the 131 Fall 2018 faculty respondents, 116 (88.55%) answered the question. Of the 133 Fall 2018 unknown respondents, 83 (62.41%) answered the question. Of the 284 Fall 2019 faculty respondents, 230 (80.99%) answered the question.

<sup>112</sup> In Fall 2019 the Key Performance Indicator was changed from “67% of faculty will volunteer at least 1 hour/week” to “67% of faculty will volunteer at least 3-5 hours/month.”

<sup>113</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.3 asks, “To what extent do you agree with the following statements: 3.) Concordia employees embody servant leadership.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know/Not sure. Of the 550 Spring 2016 faculty respondents, 504 (91.64%) answered the question. Of the 248 Spring 2017 faculty respondents, 229 (92.34%) answered the question. Of the 131 Fall 2018 faculty respondents, 115 (87.78%) answered the question. Of the 133 Fall 2018 unknown respondents, 87 (65.41%) answered the question. Of the 284 Fall 2019 faculty respondents, 230 (80.99%) answered the question.

<sup>114</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Questions 8.4-5 asks respectively, “To what extent do you agree that the following core values inform and delineate decisions and choices made at Concordia: 1.) Community and 5.) Service.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know/Not sure. Question 7.2 asks, “To what extent do you agree with the following statements: 2.) Concordia has a distinctive approach to leadership and service which is evident in most learning experiences and activities sponsored by the university.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know/Not sure. Of the 212 Spring 2016 staff respondents, 171 (80.66%) answered at least one of the questions. Of the 161 Spring 2017 staff respondents, 138 (85.71%) answered at least one of the questions. Of the 61 Fall 2018 staff respondents, 43 (70.49%) answered the question. Of the 133 Fall 2018 unknown respondents, 82 (61.65%) answered the question. Of the 148 Fall 2019 staff respondents, 110 (74.32%) answered at least one of the questions.

To what extent do you think CU ... Has a distinctive approach to leadership and service that is evident in most learning experiences and activities sponsored by the university?

**Results:** Spring 2016, 68.99% of staff agreed. Spring 2017, 60.14% of staff agreed. In 2018 69.76% of staff agreed and 67.07% of unknown employee-type agreed. Fall 2019, 71% of staff agreed. **Not Met.**



Staff Survey. On average, approximately how many hours of community/volunteer service did you provide in the past calendar year?<sup>115</sup>

- 67% of faculty will volunteer at least 1-2 hours/month.<sup>116</sup>

**Results:** Spring 2016, 78.77% of staff volunteered at least .5 hours/week. Spring 2017, 84.16% of staff volunteered at least .5 hours/week. In 2018, 86.36% of staff agreed and 81.93% of staff volunteered at least .5 hours/week. Fall 2019, 83.87% of staff volunteered at least 1-2 hours/month. **Met.**



Staff Survey. To what extent do you agree with the following statement, “Concordia employees embody servant leadership?”<sup>117</sup>

- 80% of staff will respond strongly agree or agree.

**Results:** Spring 2016, 71.12% of staff agreed. Spring 2017, 76.81% of staff agreed. In 2018, 81.82% of staff agreed and 81.61% of unknown employee-type agreed. Fall 2019, 79.56% of staff agreed. **Not Met.**

<sup>115</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 12 asks, “On average, approximately how many hours of community/volunteer service did you provide in the past calendar year?” Response options: 0 hours per month, 1-2 hours per month, 3-5 hours per month, 6-9 hours per month, 10-19 hours per month, and 20+ hours per month. Of the 212 Spring 2016 staff respondents, 160 (75.47%) answered the question. Of the 161 Spring 2017 staff respondents, 120 (74.53%) answered at least one of the questions. Of the 61 Fall 2018 staff respondents, 44 (72.13%) answered the question. Of the 133 Fall 2018 unknown respondents, 83 (62.41%) answered the question. Of the 148 Fall 2019 staff respondents, 124 (83.78%) answered the question.

<sup>116</sup> In Fall 2019 the Key Performance Indicator was changed from “67% of faculty will volunteer at least .5 hour/week” to “67% of faculty will volunteer at least 1-2 hours/month.”

<sup>117</sup> The annual Concordia University Employee Survey is sent to all full-time and part-time faculty and staff on the Northeast Portland, Columbia River, Boise and online campuses to address mission attainment, training, staffing, working relationships, resources and university climate. The Spring 2016 response rate was 56% (855 of 1,526). The Spring 2017 response rate was 36% (454 of 1,270). The Fall 2018 response rate was unknown (335 of unknown). The Fall 2019 response rate was 31.11% (526 of 1,691). Question 7.3 asks, “To what extent do you agree with the following statements: 3.) Concordia employees embody servant leadership.” Response options: Strongly agree, Agree, Neutral, Disagree, Strongly disagree, Don’t know/Not sure. Of the 212 Spring 2016 staff respondents, 179 (84.43%) answered at least one of the questions. Of the 161 Spring 2017 staff respondents, 138 (85.71%) answered the question. Of the 61 Fall 2018 staff respondents, 44 (72.13%) answered the question. Of the 133 Fall 2018 unknown respondents, 87 (65.41%) answered the question. Of the 148 Fall 2019 staff respondents, 137 (92.57%) answered the question.