



University of Western States  
 Core Theme Key Performance Indicators - Measures and Progress  
 Updated: August 20, 2015

Core Theme	Strategic Goal (abbreviated) - See Strategic Plan for full text	Key Performance Indicator/s (KPI) used to Measure Progress toward Goal	Frequency of Measure/Publication	Responsible Department	Desired Threshold of Achievement 2015 or FY15	2012 or FY12 Jul-Jun	2013 or FY13 Jul-Jun	2014 or FY14 Jul-Jun	2015 or FY15 Jul-Jun	Annual Change	Threshold Status	
Health Sciences Education	A.1 Student Experience	Student Feedback Survey - Academics	October	IE	75%	73.9%	66.6%	68.5%	76.8%	8.3%	Meets	
		Student Feedback Survey - Administration	October	IE	75%	60.8%	61.1%	67.8%	72.6%	4.8%	Below	
	A.2 Technology meets needs	Student Feedback Survey (technology items)	October	IE	75%	65.9%	76.9%	78.7%	82.3%	3.6%	Exceeds	
		Employee Feedback Survey (technology items)	October	IE	75%	43.7%	49.1%	53.2%	60.8%	7.6%	Below	
	B.1 Clinical Education Experience FY16 Priority	DC Exit Survey	January	IE	75%			80.2%				Exceeds
		Q10 External Rotations	October	Clinic	90%		80.4%	81.2%	89.0%	7.8%	Meets	
		Q11 Preceptorships	October	Clinic	Monitor		0%	5.0%	14.5%	9.5%	NA	
		Q12 Preceptorships	October	Clinic	60%		32.6%	40.6%	64.7%	24.1%	Meets	
		Intern Feedback Survey (FY16)	October	Clinic	75%							NA
	C.1 Optimum curriculum	YR3 CSA first-time pass rate (*FY15 new exam format)	October	CSA	80%			12/19	83.7%	NA	Exceeds	
	C.4 Assess student learning FY16 Priority	YR4 CSA first-time pass rate (*FY15 new exam format)	October	CSA	80%			81.1%	76.0%	-5.1%	Below	
		NBCE Part I first-time pass	March	IE	80%	83.3%	91.2%	79.1%		-12.1%	Meets	
		NBCE Part II first-time pass	March	IE	80%	83.3%	80.5%	85.4%		4.9%	Exceeds	
		NBCE Part III first-time pass	March	IE	85%	96.1%	92.5%	86.5%		-6.0%	Meets	
		NBCE Part IV first-time pass	March	IE	90%	91.9%	94.9%	93.2%		-1.7%	Meets	
		NBCE PT first-time pass	March	IE	90%	97.4%	99.1%	95.2%		-3.9%	Exceeds	
		NBCE pass within 6 months post-graduation	July	IE	85%				98.3%		Exceeds	
		MBLEX first-time pass	January	MT	85%	90.0%	96.0%	100.0%		4.0%	Exceeds	
		OR Board of Massage Therapy (OBMT)	January	MT	85%	80.0%	69.0%	83.0%		14.0%	Below	
		Clinical skills enhancement data (2016)	October	CSEC	TBD							NA
D.2 Increase/optimize enrollments	DC Program	Fiscal Yr End	Admission	140	153	140	140	147	7	Exceeds		
	MS Sports Medicine	Fiscal Yr End	Admission	35	30	37	39	47	8	Exceeds		
	MS Exercise and Sports Science (online)	Fiscal Yr End	Admission	10		5	7	11	4	Meets		
	MS Nutrition and Fnx. Medicine	Fiscal Yr End	Admission	70	43	69	91	118	27	Exceeds		
	Massage Therapy	Fiscal Yr End	Admission	40	74	42	35	90	55	Exceeds		
Service and Patient Care	A.3 Wellness Program FY16 Priority	Employee health risk assessment participation	Fiscal Yr End	Wellness	FY15 Baseline	NA	NA	NA	4.0%		NA	
		Mindfulness course completion (2011 prep)	Fiscal Yr End	Registrar	Y2Y Increase	11	34	28	23	-5	Below	
		Status of program implementation (IE report)	Fiscal Yr End	Wellness	NA	NA	NA	NA	NA	NA	NA	
		Wellness Feedback (future)	Fiscal Yr End	Wellness	75%							NA
	B.2 Patient Services FY16 Priority	Established patient visits	Fiscal Yr End	Clinics	Y2Y increase	32,408	36,552	33,043	30,508	-7.7%	Below	
		New patients	Fiscal Yr End	Clinics	10%	3,211	3,336	2,119	2,478	16.9%	Exceeds	
		Established pro bono patient visits	Fiscal Yr End	Clinics	Monitor	4,357	5,186	5,056	4,193	-17.1%	NA	
	B.3 QA Patient Care FY16 Priority	New pro bono patient	Fiscal Yr End	Clinics	Monitor	984	902	978	663	-32.2%	NA	
		Patient Feedback (new FY15)	October	Clinics	75%				94.0%		Exceeds	
	C.3 Student Feedback - Library	QA indicators (*FY14 - implemented new)	Fiscal Yr End	Clinics	80%	85.2%	88.1%	*51%	88.0%	NA	Exceeds	
		Student Feedback Survey (library items)	October	IE	75%	87.6%	85.7%	89.2%	93.1%	3.9%	Exceeds	
	D.3 Continuing Education	Library Dashboard Indicators (IE report)	Fiscal Yr End	Library	Monitor							NA
CE Revenue		Fiscal Yr End	Finance	Y2Y increase	\$283,306	\$289,884	\$332,046	\$345,819	4.1%	Meets		
	CE hours delivered (Y2Y increase)	Fiscal Yr End	CE	Baseline FY15				29,933		NA		
Research and Scholarship	C.6 Research	# Peer-review publications	Fiscal Yr End	Research	5	8	7	11	10	-1	Exceeds	
	C.7 Scholarship of teaching/learning FY16 Priority	# Research and Scholarly Presentations	Fiscal Yr End	Research	12	10	13	28	22	-6	Exceeds	
		# CSPEs produced	Fiscal Yr End	Research	3	3	4	3	3	0	Meets	
		\$ External Funding	Fiscal Yr End	Research	Monitor	\$1,255,903	\$938,084	\$681,998	\$670,675	-\$11,323	NA	
		\$ Internal Funding (UWS budget)	Fiscal Yr End	Research	Monitor	\$277,647	\$239,717	\$344,170	\$344,952	\$782	NA	

Core Theme	Strategic Goal (abbreviated) - See Strategic Plan for full text	Key Performance Indicator/s (KPI) used to Measure Progress toward Goal	Frequency of Measure/ Publication	Responsible Department	Desired Threshold of Achievement 2015 or FY15	2012 or FY12 Jul-Jun	2013 or FY13 Jul-Jun	2014 or FY14 Jul-Jun	2015 or FY15 Jul-Jun	Annual Change	Threshold Status	
Sustainability and Stability -- Operational Success Metrics	A.4 Facilities <b>FY16 Priority</b>	Student Feedback Survey (facility items)	October	IE	75%	50.6%	57.3%	63.7%	71.1%	7.4%	Below	
		Employee Feedback Survey (facility items)	October	IE	75%	67.0%	77.4%	66.3%	71.2%	4.9%	Below	
	A.5 Wellness Center (Lifestyle)	New building (future)	NA	Finance	2019						NA	
	A.6 Attract and Retain Employees	Employee Feedback Survey (all)	October	IE	75%	65.8%	72.1%	73.1%	69.6%	-3.5%	Below	
		Performance review completion	Fiscal Yr End	HR	90%				77.9%		Below	
		Turnover	Fiscal Yr End	HR	< 15%		14.1%	18.6%	19.0%	0%	Below	
		Market Compensation (future)	2017	HR	< 10%						NA	
		Benefit Compensation (future)	2017	HR	< 10%						NA	
	B.4 Technology - Patient Care	Additions and Impact (in IE report)	Fiscal Yr End	Clinics	NA						NA	
	C.2 Technology - Academics	Additions and Impact (in IE report)	Fiscal Yr End	OELT	NA						NA	
	D.1 New academic programs	As planned. <b>FY16 Priority</b>	NA	Provost	Monitor	2	1	1	2	NA	NA	
	D.4 Sustainability; Environmental	No thresholds (future)	NA	TBD							NA	
	D.5 Alumni Services	# Alumni Referrals	Fiscal Yr End	Alumni Svcs/IE	Baseline FY15	84	100	69	28	-41	NA	
		# Mentor Network members (future)	Fiscal Yr End	Alumni Svcs							NA	
	D.6 Clinic Net Revenue and <b>FY16 Priority</b>	CHC net revenue	Fiscal Yr End	Finance	NA	\$2,955	-\$2,258	\$36,924	\$132,366	258.5%	NA	
		CHC collections	Fiscal Yr End	Clinics	10%	\$16,207	\$20,554	\$27,105	\$51,354	89.5%	Exceeds	
	Net Revenue = Gross revenue less discounts on FY accrual basis	East Portland net revenue	Fiscal Yr End	Finance	NA	\$248,939	\$238,708	\$262,334	\$326,948	-24.6%	NA	
		East Portland collections	Fiscal Yr End	Clinics	10%	\$210,799	\$246,166	\$247,054	\$293,534	18.8%	Exceeds	
		Gresham net revenue	Fiscal Yr End	Finance	NA	\$79,301	\$195,545	\$221,105	\$299,298	35.4%	NA	
	FY15 Financial Data is preliminary and unaudited; therefore subject to change	Gresham collections	Fiscal Yr End	Clinics	20%	\$84,614	\$183,492	\$203,201	\$247,195	21.7%	Meets	
		Downtown net revenue	Fiscal Yr End	Finance	NA	\$0	\$4,934	\$10,475	\$5,660	-46.0%	NA	
		Downtown collections	Fiscal Yr End	Clinics	Monitor	\$4,404	\$4,479	\$6,248	\$6,671	6.8%	NA	
		Salem net revenue	Fiscal Yr End	Finance	NA	\$6,672	\$27,113	\$19,743	\$27,051	37.0%	NA	
		Salem collections	Fiscal Yr End	Clinics	15%	\$6,663	\$27,085	\$18,984	\$28,889	52.2%	Exceeds	
		Diagnostic Imaging net revenue (FY16)	Fiscal Yr	Finance	NA						NA	
		Diagnostic Imaging collections	Fiscal Yr End	Clinics	Baseline FY15				\$27,823		NA	
		Total Net revenue	Fiscal Yr End	Finance		\$337,866	\$464,042	\$550,581	\$791,323	43.7%	NA	
		Total collections	Fiscal Yr End	Clinics	15%	\$322,687	\$481,776	\$502,592	\$655,466	30.4%	Exceeds	
			CIPs completed	March	IE	100%		75%	100%	100%	0.0%	Meets
			CIP status reports	Fiscal Yr End	IE	90%	NA	NA	NA	97%		Meets
			% Health Sciences achieved	Fiscal Yr End	IE	75%				81.8%	7%	Exceeds
		% Service and Patient Care achieved	Fiscal Yr End	IE	75%				71.4%	-4%	Below	
		% Research and Scholarship achieved	Fiscal Yr End	IE	90%				100%	10%	Exceeds	
		<b>Overall Mission Fulfillment</b>			<b>75%</b>				<b>81.3%</b>	6%	Exceeds	
	D.8 Effective Communications	Student Feedback Survey (communications items)	Fiscal Yr End	IE	75%	56.1%	56.8%	63.7%	67.5%	3.8%	Below	
		Employee Feedback Survey (communications)	Fiscal Yr End	IE	75%	65.7%	67.8%	66.0%	59.8%	-6.2%	Below	
		Establish <i>Inside UWS&gt;Udocs</i>	2015	IE/IT/PR	2015				Completed		Meets	
	D.9 Fundraising <b>FY16 Priority</b>	Total Donations	Fiscal Yr End	Development	\$65,000		\$214,434	\$61,890	\$114,747	\$49,747	Exceeds	
		Alumni donations (FY13 Alumnus bequest ~\$148K)	Fiscal Yr End	Development	\$15,000		\$149,694	\$5,575	\$16,241	\$1,241	Exceeds	
		# Alumni donors	Fiscal Yr End	Development	40		10	32	36	-4	Below	
FY15 Financial Data is preliminary and unaudited; therefore subject to change	Avg. Alumni donation	Fiscal Yr End	Development	\$375		\$235	\$147	\$451	\$76	Exceeds		
	Employee donations	Fiscal Yr End	Development	\$12,500		\$18,376	\$22,178	\$24,702	\$12,202	Exceeds		
	# Employee donors	Fiscal Yr End	Development	45		10	32	88	43	Exceeds		
	Avg. Employee donation	Fiscal Yr End	Development	\$275		\$1,838	\$693	\$281	\$6	Meets		
	Corporate donations	Fiscal Yr End	Development	\$25,000		\$27,599	\$22,174	\$60,554	\$35,554	Exceeds		
	# Corporate donors	Fiscal Yr End	Development	10		5	13	23	13	Exceeds		
	Avg. Corporate donation	Fiscal Yr End	Development	\$2,500		\$5,520	\$1,706	\$2,633	\$133	Meets		
Other operational success metrics:	% academic support expense	Fiscal Yr End	Finance	Monitor	6.69%	6.82%	7.75%	9.60%	1.85%	NA		
	% instruction expense	Fiscal Yr End	Finance	Monitor	30.64%	31.75%	33.03%	33.70%	0.67%	NA		
FY15 Financial Data is preliminary and unaudited; therefore subject to change	% salaries and benefits	Fiscal Yr End	Finance	Monitor	64.34%	63.32%	63.63%	65.63%	2.00%	NA		
	Composite Financial Index (CFI) and ratios:	Fiscal Yr End	Finance	3.00	2.70	3.51	3.02	2.67	-0.35	Meets		
	Primary Reserve	Fiscal Yr End	Finance	0.40	0.43	0.42	0.42	0.40	-0.02	Meets		
	Viability	Fiscal Yr End	Finance	1.25	0.85	0.97	1.07	1.16	0.09	Below		
	Return on Net Assets	Fiscal Yr End	Finance	6.0%	6.2%	11.7%	7.5%	4.8%	-2.66%	Exceeds		
	Net Operating Revenue	Fiscal Yr End	Finance	2.0%	3.0%	5.4%	3.6%	2.1%	-1.46%	Exceeds		
	Tuition Dependency	Fiscal Yr End	Finance	≤ 85%	88%	81%	83%	84%	1.37%	Exceeds		
	Fixed Charge Coverage Ratio	Fiscal Yr End	Finance	≥ 1.3	2.47	1.55	1.41	1.49	0.08	Exceeds		
	Liquidity Ratio	Fiscal Yr End	Finance	≥ 1.0	1.35	1.61	1.62	1.51	-0.11	Exceeds		
	3-yr Default Rate (*preliminary 2015 default rate)	September	Fin Aid	< 5.0%	1.6%	2.9%	3.3%	2.7%	-0.6%	Exceeds		
	Grant funding (non-research, external)	Fiscal Yr	Finance	Monitor	\$100,888	\$0.00	\$0.00	\$0.00	0.00%	NA		

**FY15 KPI Summaries and Graphs**

**Core Theme 1 - Health Sciences Education**

25	KPIs Health Sciences
-3	NA
<b>22</b>	<b>Active Health Sciences KPIs</b>
18	82% Meets or Exceeds
4	18% Below
0	0% Missing

**Core Theme 2 - Service and Patient Care**

14	KPIs Service and Patient Care
-7	NA
<b>7</b>	<b>Active Service and Patient Care KPIs</b>
5	71.4% Meets or Exceeds
2	29% Below
0	0% Missing

**Core Theme 3 - Research and Scholarship**

5	KPIs Research and Scholarship
-2	NA
<b>3</b>	<b>Active Research and Scholarship KPIs</b>
3	100% Meets or Exceeds
0	0% Below
0	0% Missing

**Overall WITHOUT Stability and Sustainability KPIs (Core Themes ONLY)**

44	Grand Total - All KPIs
-12	NA
<b>32</b>	<b>Active Total CORE THEME KPIs</b>
26	81.3% Meets or Exceeds
6	19% Below
0	0% Missing

**Stability and Sustainability - Operational Success Metrics**

60	KPIs Sustainability and Stability
-22	NA
<b>38</b>	<b>Active Sustainability and Stability KPIs</b>
28	73.7% Meets or Exceeds
10	45% Below
0	0% Missing

**Overall with Stability and Sustainability KPIs**

104	Grand Total - All KPIs
-34	NA
<b>70</b>	<b>Active Total KPIs</b>
54	77.1% Meets or Exceeds
16	23% Below
0	0% Missing

Table and Graph for Standard 5.B in Self-Study

	Total	Meets or Exce	Meets/Exceed	Threshold	Status
Health Sciences Education	22	18	81.8%	75.0%	Exceeds
Service and Patient Care	7	5	71.4%	75.0%	Below
Research and Scholarship	3	3	100.0%	90.0%	Exceeds
<b>Mission Fulfillment</b>	<b>32</b>	<b>26</b>	<b>81.3%</b>	<b>75.0%</b>	Exceeds
Operational Success Metrics	38	28	73.7%	75.0%	Below

