

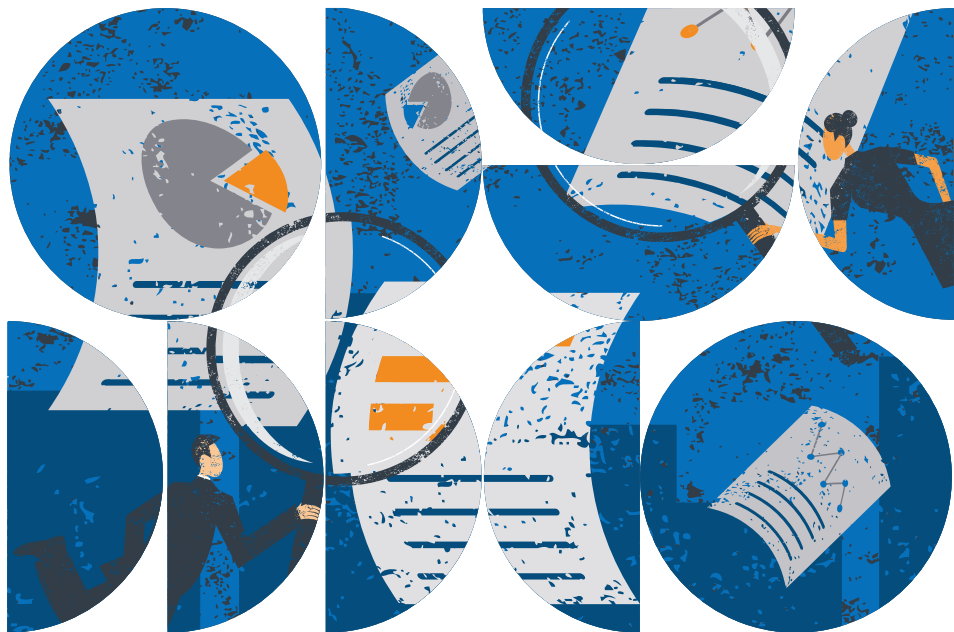


EAB

# Selecting Core Performance Metrics

Filtering Process to Identify Administrative Unit Measures and Strategies for Triggering Action

Business Affairs  
Forum







EAB

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Filtering Process to Identify Administrative Unit  
Measures and Strategies for Triggering Action

# Business Affairs Forum

## Project Director

John Workman, PhD

## Contributing Consultant

Kimberly Rose

## Design Consultant

Stefanie Kuchta

## Executive Director

Melanie Ho, PhD

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# Supporting Members in Data and Analytics

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## Resources Available Within Your Membership

This publication represents only one of our many resources to support members in their drive for improving data and analytics. Detail about additional resources is provided below.

We offer a variety of services to assist you with your mission. For additional information about any of the services detailed below, please contact your organization's relationship manager or visit our website at [eab.com](http://eab.com). To order additional copies of this publication, please search for it by title on [eab.com](http://eab.com).

### Developing a Data-Driven University



*Strategies and Best Practices for Increasing Reporting and Analytical Capacity to Improve Institutional Effectiveness*

This study profiles the dashboards, key performance indicators, and business intelligence capabilities that are emerging as the new gold standard for university decision support.

### BAF Functional Maturity Diagnostics



*Unit-Specific Audits to Measure Administrative Service Maturity and Support of Institutional Priorities*

This service consists of unit-specific diagnostics that identify and define, on a standardized scale, maturity levels for the 25-30 hallmarks of high-functioning, strategically focused units. Members can access the diagnostics surveys online and receive customized benchmarking reports.

### On-Demand Webconferences



Register for upcoming sessions to hear our latest findings or access archives of past presentations. Many members convene campus leaders and task forces to attend and share ideas on practices and implementation.

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Business Affairs Forum members may contact EAB researchers at any time to discuss our findings, request networking conversations, or review related resources and practices.



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# Executive Summary

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## **Institutions Possess an Abundance of Data, but Lack Actionable Insights**

While surveys on institutional data management in higher education uniformly show that colleges and universities are tracking more data than ever before, chief business officers often cite a lack of credible data as an impediment to many of their top priorities, including driving administrative effectiveness. Given the countless ways to measure unit performance, leaders often struggle to choose the metrics that truly evaluate operational effectiveness. Moreover, the impact of well-selected core metrics is dramatically undermined by the failure to stipulate associated “action triggers.” Without a formal system of red flags, unit leaders often explain away performance gaps and fail to act on negative trends.

## **Employing a Filtering Process to Identify Core Unit Performance Metrics**

To enhance administrative unit effectiveness, business leaders must first identify the metrics that provide the greatest insight into unit performance gaps. Section 1 of this publication details six considerations unit leaders can use as a filtering process to cull a long list of potential metrics down to 8-12 core measures for each unit. Along with a brief description, each consideration is followed by a supporting tool or exercise to assist in the metric selection process. Additionally, Section 3 contains a compendium of performance metrics for 24 administrative units that business leaders may use as a starting list of potential performance indicators.

## **Setting Principled Action Triggers to Compel Action**

While necessary, rigorous metric selection alone does not ensure that dashboards and performance reports compel corrective action when performance lags. Therefore, leaders must link core unit metrics to specific thresholds that require action if performance slips. Section 2 provides strategies for unit leaders to set principled action triggers—thresholds that signal underperformance on core metrics and mandate corrective action from senior executives.

### **Section 1**

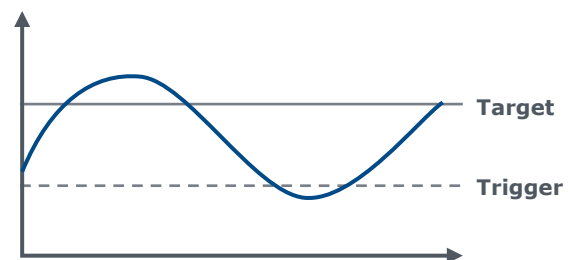
#### *Six-Step Filtering Process to Identify Core Performance Metrics*

- 1** Applying a Reality Check
- 2** Mapping to Strategic Objectives
- 3** Confirming Metric Benchmarks
- 4** Swapping Lagging for Leading Metrics
- 5** Accounting for Unit-Specific Imperatives
- 6** Ensuring Balance of Metric Categories

### **Section 2**

#### *Setting Principled Action Triggers to Compel Action*

Strategies to set metric thresholds that signal underperformance and mandate corrective action









# The Rising Demand for Data-Driven Decisions

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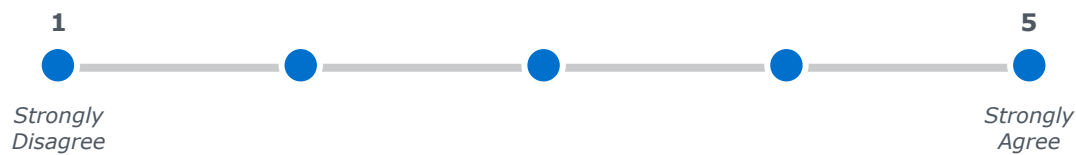
## INTRODUCTION

- Challenge 1: Data Overload
- Challenge 2: Institutional Denial

# Drowning in Data

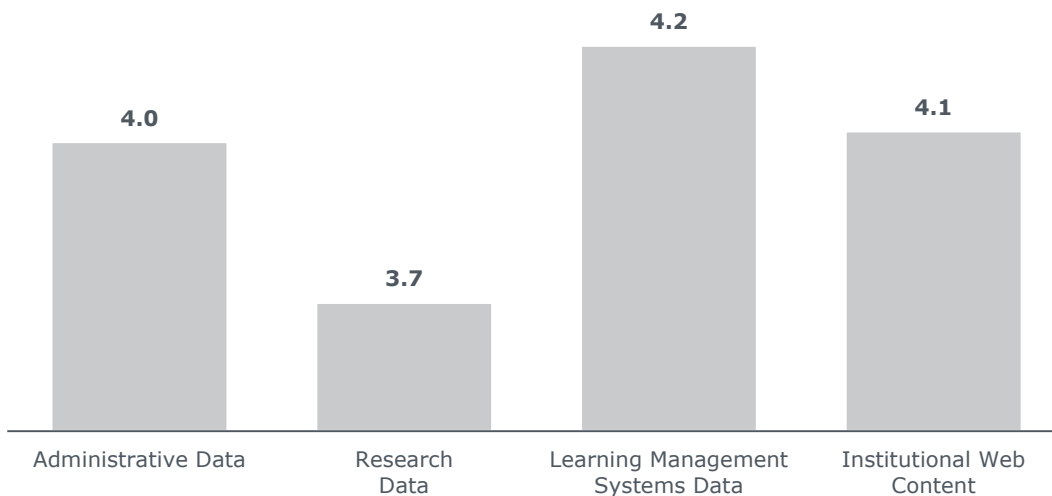
## Institutions Possess an Abundance of Data, but Lack Useful Insights

Many chief business officers cite a lack of credible data as an impediment to many of their top priorities, including cost-savings initiatives, process improvement efforts, and resource allocation. However, surveys on institutional data management in higher education uniformly show that colleges and universities are tracking more data than ever before, largely due to increased regulatory requirements. Yet, most university executives agree that they are not garnering useful information and insights from collected data. Consequently, senior executives cannot clearly determine which administrative unit functions represent the biggest opportunities for resource investment to enhance performance.



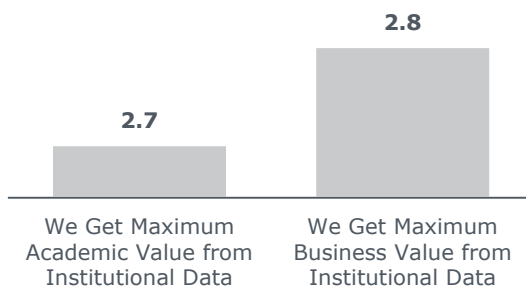
### Volume of Data Steadily Increasing...

*Institutions' Response to Change in Volume of Data in Past 12 Months*



### ...But Value of Data Lags Considerably

*Executives' Assessment of Data Management Outcomes*



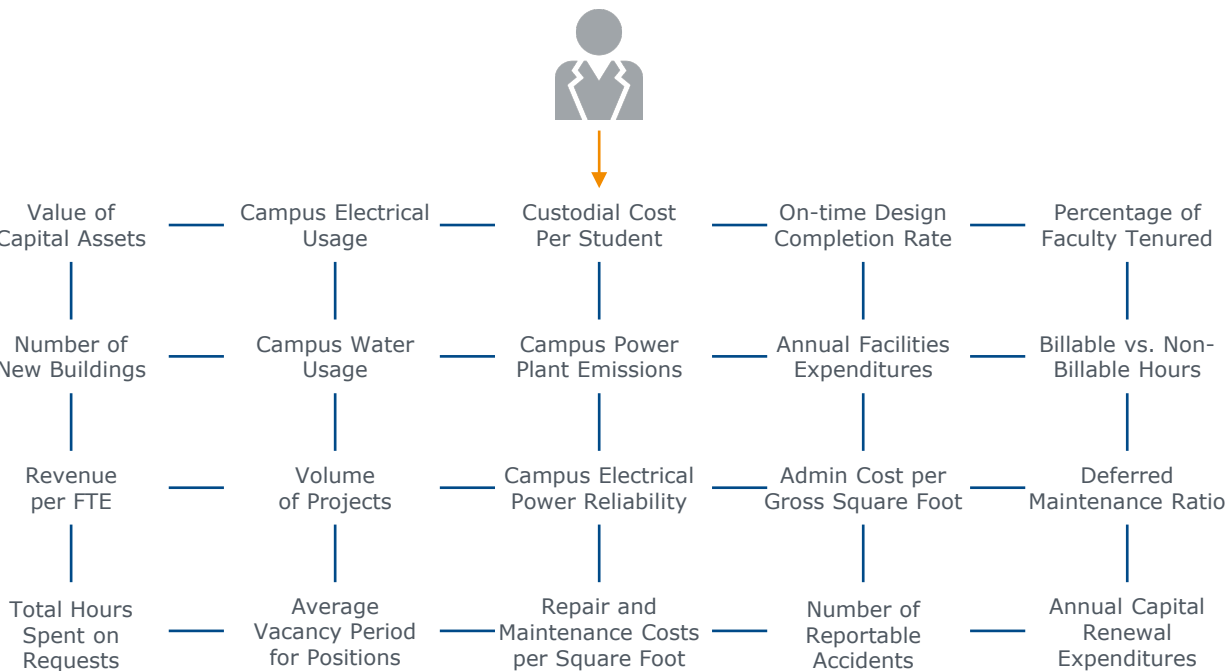
Source: EDUCAUSE, "Institutional Data Management in Higher Education," Volume 8, 2009, p.34; Business Affairs Forum interviews and analysis.

# An Overwhelming Array of Metric Options

## Administrative Unit Leaders Struggle to Choose Core Performance Metrics

Counterintuitively, the first challenge to effectively leverage data to drive change is picking the handful of core metrics that best measure unit performance. Given the countless ways to measure performance, unit leaders often struggle to choose the metrics that truly evaluate operational effectiveness. Units that track the wrong metrics may waste time on insignificant issues or miss an emerging problem. Worse yet, units that track all possible metrics rather than a manageable set of core measures often fail to extract actionable information, leading to diluted improvement efforts.

### Representative Metrics Tracked by Facilities Leader



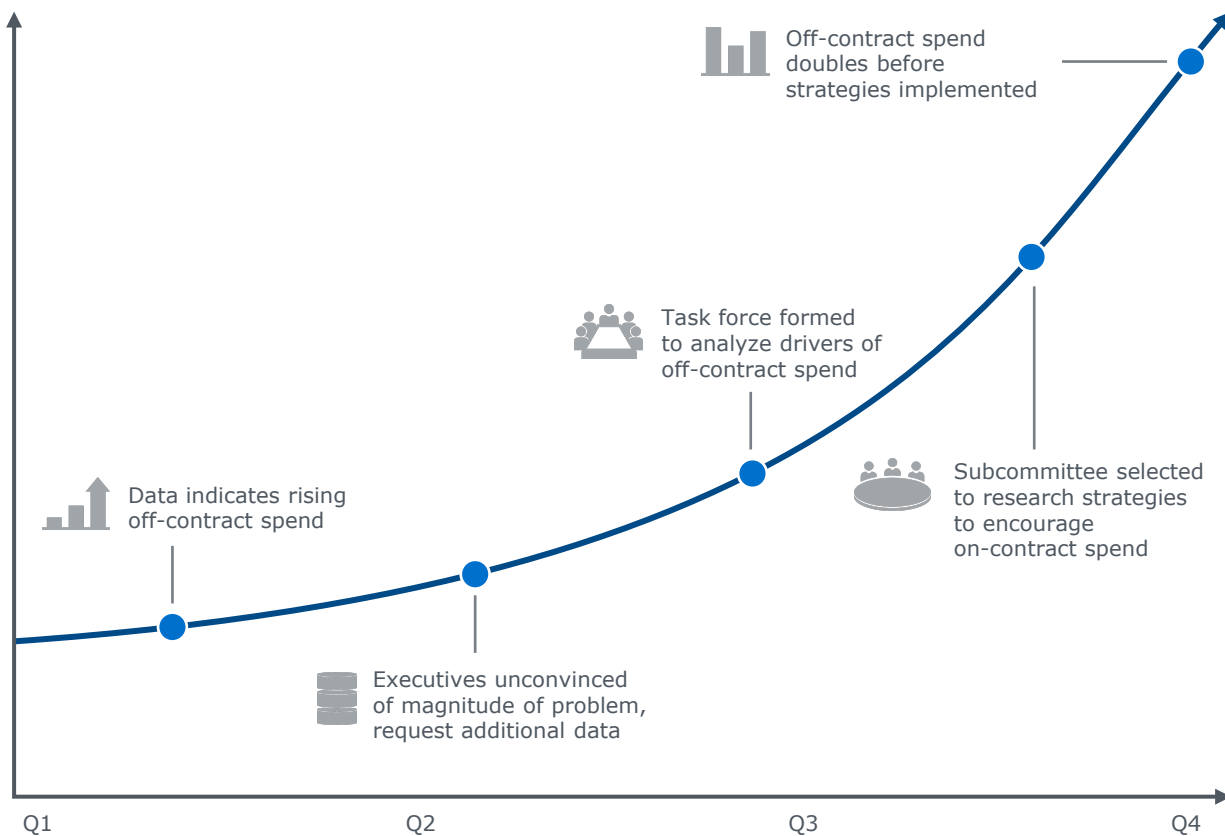
“Everything that can be counted doesn’t necessarily count; everything that counts cannot necessarily be counted.”  
*Albert Einstein*

# Analysis Paralysis

## Data Alone Does Not Force Action

While choosing core metrics is the first step in leveraging data to enhance unit performance, data alone does not compel corrective action from unit leaders or senior executives. Without a formal system of red flags, unit leaders often fail to act on negative trends. Many leaders explain away performance gaps and assume better days are ahead, while others succumb to analysis paralysis—continuing to analyze and re-analyze data while the situation deteriorates.

### Rising Off-Contract Spend at Example Institution



“We weren’t sure what the root of our problem was...and every week we waited we were running out of runway to recover by the end of the fiscal year.”  
*Chief Business Officer  
Public University*

# Leveraging Data to Enhance Unit Performance

To enhance administrative unit effectiveness, business leaders must identify the metrics that provide the greatest insight into unit performance gaps and link those metrics to specific thresholds that require action if performance slips.

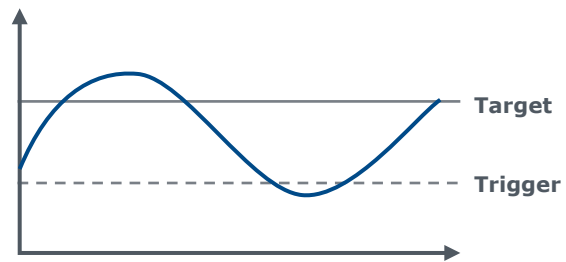
## Section 1: Six-Step Filtering Process to Identify Core Performance Metrics

### *Pinpointing Core Performance Metrics*

- 1 Applying a Reality Check
- 2 Mapping to Strategic Objectives
- 3 Confirming Metric Benchmarks
- 4 Swapping Lagging for Leading Metrics
- 5 Accounting for Unit-Specific Imperatives
- 6 Ensuring Balance of Metric Categories

## Section 2: Setting Principled Action Triggers to Compel Action

Strategies to set metric thresholds that signal underperformance and mandate corrective action



## Section 3: Compendium of Unit Performance Metrics

- Admissions
- Accounts Payable
- Advancement
- Bookstore
- Campus Safety
- Career Services
- Dining Services
- Energy/Sustainability
- Facilities
- Finance
- Financial Aid
- Housing
- Human Resources
- Information Technology
- Library Services
- Mail Services
- Parking and Vehicle Services
- Procurement
- Registrar
- Research
- Space Management
- Technology Transfer

Section 1 of this publication details six considerations unit leaders can use as a step-by-step filtering process to cull a long list of potential metrics down to 8-12 core measures for each unit. Along with a brief description, each consideration is followed by a supporting tool or exercise to assist in the metric selection process. Section 2 provides strategies to set principled action triggers—thresholds that signal underperformance on core metrics and mandate corrective action from senior executives. To supplement Section 1, Section 3 contains a compendium of performance metrics for 21 administrative units that business leaders may use as a starting list of potential performance indicators.





# Six-Step Filtering Process to Identify Core Performance Metrics

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SECTION

1

- Consideration 1: Applying a Reality Check
- Consideration 2: Mapping to Strategic Objectives
- Consideration 3: Confirming Metric Benchmarks
- Consideration 4: Swapping Lagging for Leading Metrics
- Consideration 5: Accounting for Unit-Specific Imperatives
- Consideration 6: Ensuring Balance of Metric Categories

# A Six-Step Filtering Process

## Considerations for Customizing Metrics to Your Unit

This section details a six-step filtering process to help unit leaders identify 8-12 core performance metrics from a longer list of potential measures. Unit leaders can find a starting list of metrics in the Compendium of Metrics beginning on page 41. The first two considerations filter metrics based on straightforward pragmatic limitations and strategic priorities, respectively. These two steps combined typically eliminate more than half of the full starting list of potential metrics. The next three considerations enable unit leaders to account for unit- or institution-specific circumstances. The final consideration ensures an equitable distribution of metrics across unit functional or strategic categories.

In addition to a brief description, a supporting tool or exercise accompanies each consideration to help unit leaders complete each step of the filtering process

Consideration	Criterion	Action
<b>1</b> Applying a Reality Check	Information system must possess the capability to generate data on metrics	Set aside metrics not readily accessible, regularly tracked, supported by reliable data, or easily communicated to others
<b>2</b> Mapping to Strategic Objectives	Direct linkage between improvement on metrics and progress on key institutional objectives	Identify metrics that most directly measure progress on units' strategic objectives
<b>3</b> Confirming Metric Benchmarks	Availability of credible, objective benchmarks	Make special note of metrics for which credible benchmarks exist
<b>4</b> Swapping Lagging for Leading Metrics	Capacity of metric to provide "the scoop" on emerging challenge or opportunity	Where feasible, identify leading indicators and substitute for measures providing information "after the fact"
<b>5</b> Accounting for Unit-Specific Imperatives	Need for heightened focus on short-term, acute challenges facing organization	Add "hot-seat" metrics that shed light on pressing yet temporary areas of concern
<b>6</b> Ensuring Balance of Metric Categories	Equitable distribution of metrics across all unit functional areas	Force trade-offs in over-represented areas by sorting metrics by unit function or strategic perspective

Source: Business Affairs Forum interviews and analysis.



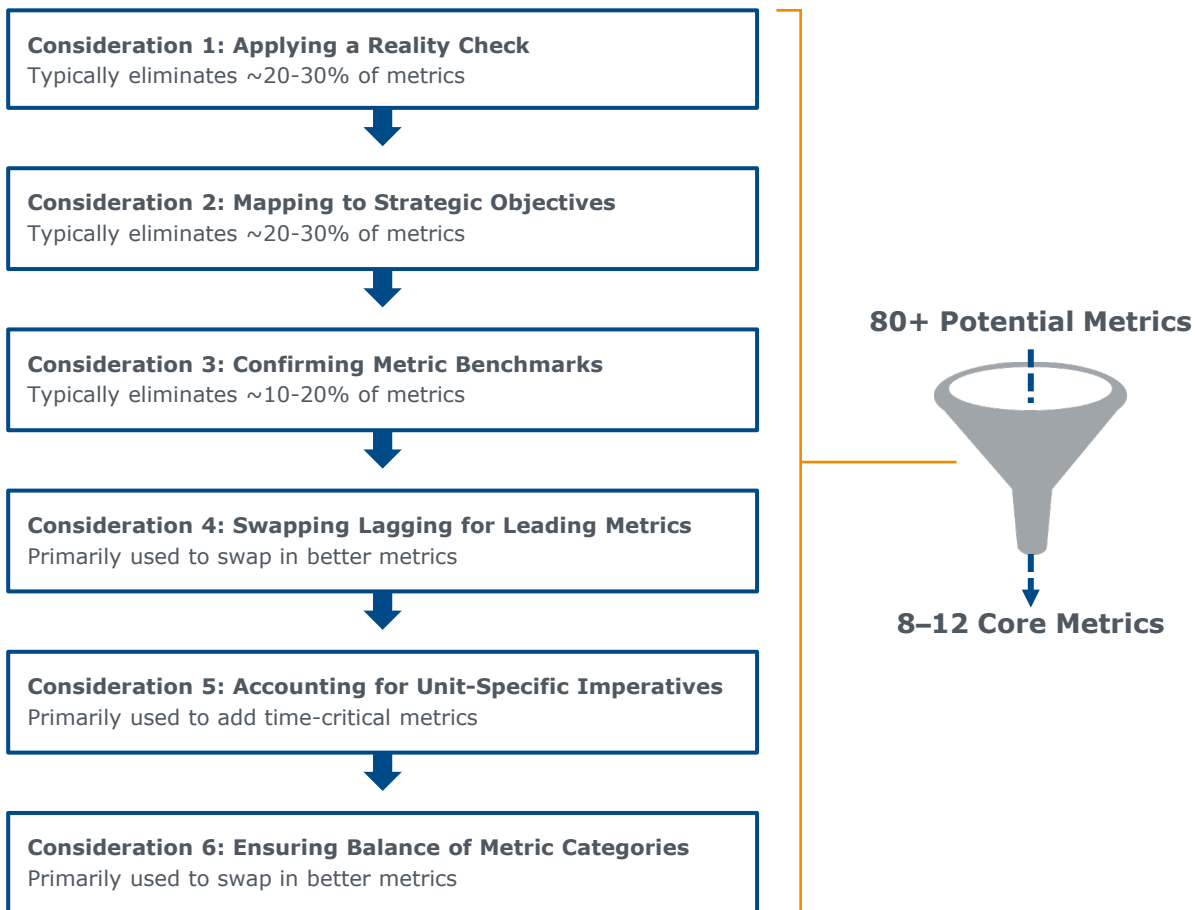
# Two Approaches to Metric Selection

## Unit Type Determines Rigor of Metric Selection Process

Depending on the administrative unit in question, members can apply the six considerations in two ways. Units that begin with a shorter list of potential metrics (e.g., 30-50 metrics) may be able to take a less rigorous, more flexible approach to narrow down to 8-12 core measures. Leaders of these units can skip steps as they see fit and think through considerations independently.

Conversely, units that have an extensive starting list of potential metrics (e.g., 80+ metrics) will need to deploy a more rigorous, step-by-step approach. These units are encouraged to utilize the Master Metric Selection Tool found on page 28 in conjunction with the tools that accompany each consideration to move step-by-step through the metric selection process. The graphic below illustrates the approximate percentage of metrics units should eliminate with each step to eventually arrive at 8-12 core performance metrics.

### Six-Step Filtering Process







Source: Business Affairs Forum interviews and analysis.

# Recognizing Pragmatic Limits of Certain Metrics

The first step in identifying unit core performance metrics is to set aside any measures that are only infrequently updated, based on untrustworthy data sources, or potentially confusing to unit leaders and staff. Four pragmatic screens to quickly eliminate such metrics are provided below. The first two screens—accessibility of data and frequency of tracking—serve as a litmus test to confirm the availability of data at regular intervals. The second two screens—reliability of data and communicability of concept—test quality and metric relevance.

## Suggested Pragmatic Screens

Metric Screen	Description	Rationale
 Accessibility of Data	Information system must possess the capability to generate data on metrics.	Unrealistic to expect manual data collection and analysis in timely manner for each metric.
 Frequency of Tracking	Metrics elevated to unit dashboard should be monitored at regular intervals (e.g., monthly or quarterly).	Infrequent (e.g., annual) data updates hamper ability to impact performance in real time.
 Reliability of Data	Data available from information system should be accurate, consistently defined, and measured across the organization.	Absence of trustworthy data results in manager suspicion toward performance, often resulting in inaction.
 Communicability of Concept	Definition and rationale for metrics should be easy to understand and replicate.	Lack of understanding about metric drivers and relevance hinders manager’s ability to inflect performance.

# Reality-Check Red Flag Questions

The following questions will help units test each metric against the four pragmatic screens. A majority of “no” answers for any one screen or at least one “no” for each of the four screens suggests that a metric should be eliminated from consideration as a core performance metric.

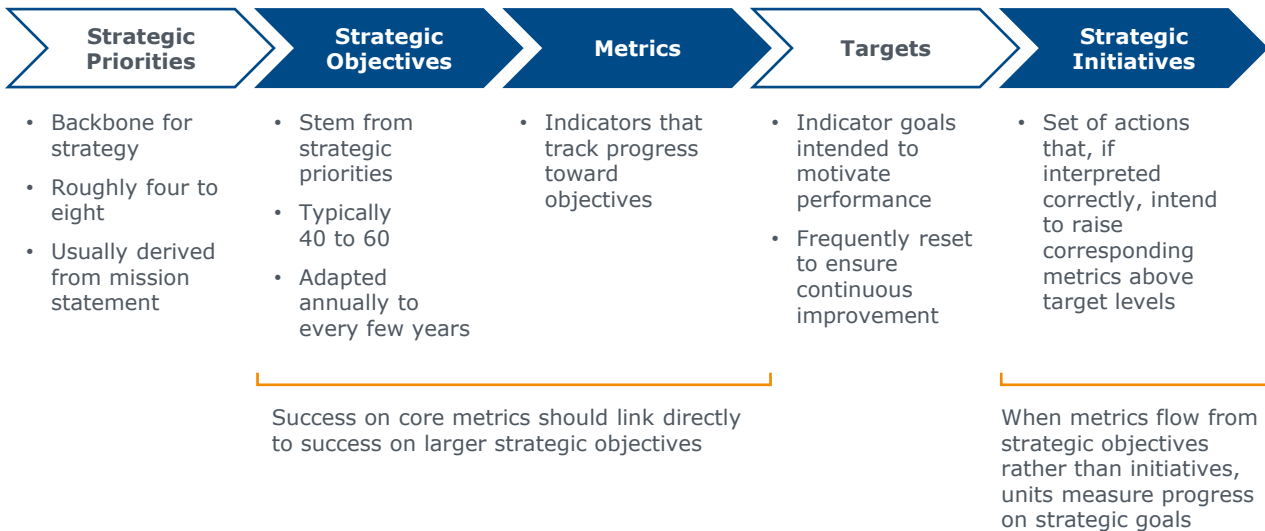
<b>Screen 1: Accessibility of Data</b>	<b>Yes</b>	<b>No</b>
1. Is the data for this metric collected via an automated system?	<input type="checkbox"/>	<input type="checkbox"/>
2. If not, can someone collect and report the data within a few hours?	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the system capable of calculating and reporting the results for this metric?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Screen 2: Frequency of Tracking</b>	<b>Yes</b>	<b>No</b>
5. Can this metric be tracked more than once a year?	<input type="checkbox"/>	<input type="checkbox"/>
6. Can this metric be tracked frequently enough to inform action?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Screen 3: Reliability of Data</b>	<b>Yes</b>	<b>No</b>
6. Do all departments (e.g., Finance, HR) use the same definition for this metric?	<input type="checkbox"/>	<input type="checkbox"/>
7. Is the metric calculated by an automated system?	<input type="checkbox"/>	<input type="checkbox"/>
8. If not, are you certain the reported data is accurate?	<input type="checkbox"/>	<input type="checkbox"/>
9. Do managers trust the data for decision making?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Screen 4: Communicability of Concept</b>	<b>Yes</b>	<b>No</b>
10. Is this metric easily explained to and understood by leaders outside your unit?	<input type="checkbox"/>	<input type="checkbox"/>
11. Do managers typically agree on the definition of this metric?	<input type="checkbox"/>	<input type="checkbox"/>
12. Are managers aware of the importance of tracking the metric?	<input type="checkbox"/>	<input type="checkbox"/>
13. Do managers understand how performance on this metric impacts institutional goals?	<input type="checkbox"/>	<input type="checkbox"/>

Source: Business Affairs Forum interviews and analysis.

# Mapping Unit Strategy to Core Metrics

The second filtering step is to ensure that chosen measures directly link to unit strategic objectives. Without this strategic filter, the chosen metric may not reflect unit priorities and could even promote counterproductive initiatives. While seemingly straightforward, many institutions mistakenly focus on metrics that track progress on specific initiatives related to strategic objectives, rather than progress on the objectives themselves. For example, metrics that measure compliance with a new Procurement policy are not as valuable as metrics that track on-contract spend. To determine the subset of metrics best linked to larger strategic objectives, unit leaders should utilize the metric strategy map detailed on the facing page.

## Measure Your Ends, Not Your Means



A metrics strategy map provides a framework for unit leaders to find where institutional goals, unit functions, and unit metrics intersect. The goal is to identify the metrics that map to the greatest number of institutional objectives.

# Metrics Strategy Map

## Sample Map for HR

**1** In each row, write one of the broader unit goals or priorities for the coming year. If your unit does not define a set of strategic priorities, skip this step and go to step two.

**3** Identify the metric that most closely relates to the individual objectives. While the goal should be to fill in as much of the table as possible, some cells may not have appropriate metrics to enter.

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	HR FUNCTIONS	
		Employee Benefits	Recruitment & Retention
Financial Strength	1. Slow annual labor cost growth to 2% or less	Total health benefit expense	Cost per hire
	2. Reduce absenteeism by .5 days/FTE		Total unscheduled leave hours
Talent Management	1. Strengthen incentives and work/life programs	Number of participants in wellness program	
	2. Improve employee satisfaction		Total unscheduled leave hours
Performance Development	1. Improve succession planning	Number of employees using tuition reimbursement	Internal manager promotion rate









**2** For each strategic priority, write the corresponding strategic objectives that your unit plans to support in the upcoming year.

**4** Metrics linked to multiple objectives merit first consideration for inclusion as a core performance metric. Consider eliminating low-priority objectives if the resulting metrics list is still too long.

# Benchmarking Against Performance

The goal of the third filtering step is to identify metrics with credible, objective benchmarks. While past performance is always a reasonable basis for comparison, this insular approach can make performance appear better or worse than reality. Metrics that allow for comparison to top performers merit special consideration for selection as a core metric. Unfortunately, credible external benchmarks are hard to come by—definitional discrepancies, differences in accounting practices, and demographic factors often invalidate potential comparisons.

## Vetting Internal Benchmarks




Benefits	Limitations
 Data nearly always attainable	 Internal focus may restrict perception of attainable performance
 Benchmarking within system or institution increases probability of standardized metric definitions	 Purely internal comparison may lead to stagnation
 Ready access to best practice from highest performers	 Detailed analyses may be limited by sample size
 Internal benchmarks more reflective of local market than external comparison	 Within institutions, significant variation across units can limit benchmarking

As an alternative, internal benchmarks are often more credible and readily available. Moreover, when comparing internal data, it is not always necessary to pinpoint optimal performance levels. Instead, leaders can focus on bringing bottom-performing segments (e.g., departments, managers) up to average, which simultaneously targets the greatest opportunities for improvement and raises overall performance.

# Selecting the Right Segmentation

There are many options for sorting and analyzing data when comparing against internal performance. Leaders should exercise the same due diligence for internal benchmarks as external benchmarks, guarding against insufficient sample size, data inconsistencies, and flaws in segmentation. Even assuming data validity, the ultimate usefulness of a particular data cut in gauging performance largely depends on finding sufficient variance across segments. Comparing multiple units or subunits with similar performance will not help identify opportunities for improvement or best practices to share. The chart below details the benefits of data cuts by college, department, or business unit, by manager, or by campus. The accompanying due diligence check-list can help ensure the validity of comparisons with both internal and external benchmarks.

## Potential Data Cuts

Comparison Type	Benefits	Applicability	Representative Example
 By College, Department, or Business Unit	Comparisons can facilitate identification of transferable practices employed by top-performing units.	Meaningful comparisons require the institution to contain sets of units or departments with similar function or demographic characteristics.	Comparing the average technical ticket resolution time across colleges can surface best practices in IT customer service.
 By Manager or Supervisor	Comparisons instrumental in driving manager accountability and establishing reasonable baseline performance expectations.	Useful for metrics highly influenced by manager performance; however, limited to measures that cannot be rationalized by unique departmental characteristics.	Comparing the percentage of defined IT projects completed on time highlights variances in managerial efficiency.
 By Campus	Allows for comparisons of institution- or macro-level indicators.	Limited to institutions with multiple campuses with similar characteristics.	Comparing the percentage of buildings with full wireless access across campuses pinpoints facilities that require technology upgrades.

**Due Diligence Checklist**

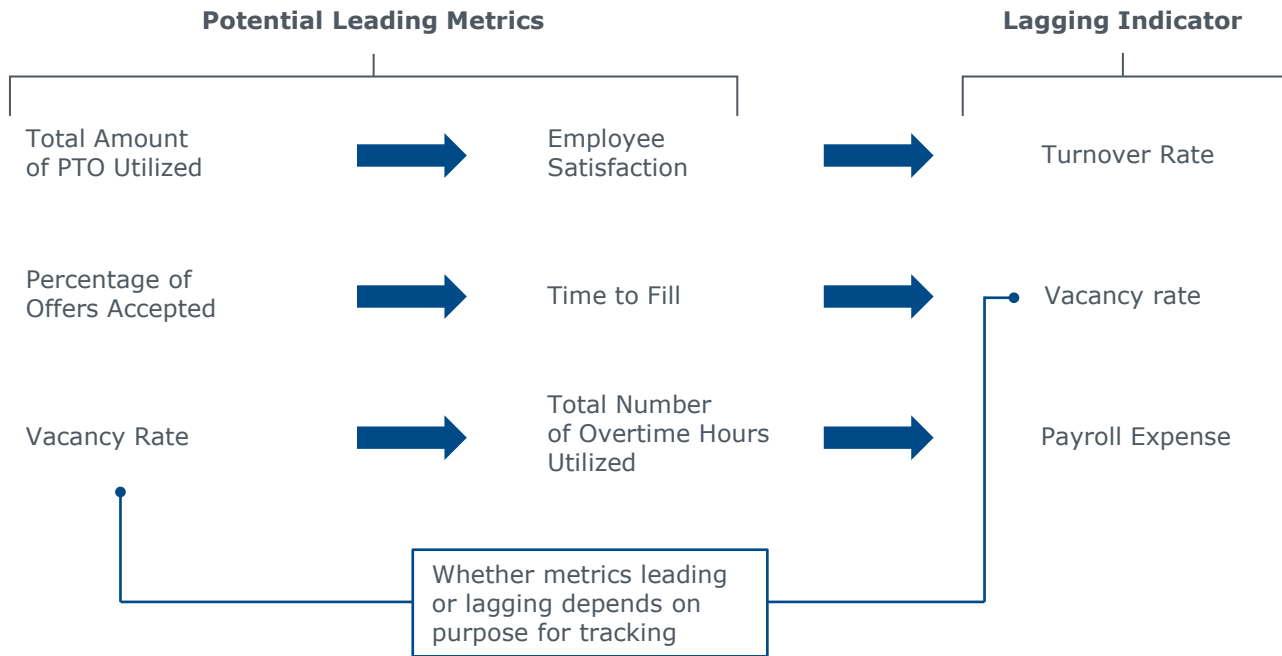
<input type="checkbox"/> Standardized Definitions	<input type="checkbox"/> Actionable Level of Detail
<input type="checkbox"/> Consistent Time Frame	<input type="checkbox"/> Range of Values (Averages vs. Percentiles)
<input type="checkbox"/> Significant Sample Size	<input type="checkbox"/> Comparable Department/Institution Type
<input type="checkbox"/> High Measurement Frequency	<input type="checkbox"/> Comparable Market Demographics

Source: Business Affairs Forum interviews and analysis.

# Pushing Upstream for Leading Indicators

The fourth filtering step is to assess the remaining metrics on their ability to predict emerging challenges or opportunities and stimulate proactive rather than reactive action. Namely, where feasible, leaders should push lagging metrics “upstream” to identify leading indicators. Unfortunately, it is impossible to sort indicators into separate leading and lagging pick-lists, as categorization is largely dependent upon the rationale for tracking metrics. For example, HR leaders typically consider vacancy rate a lagging indicator of insufficient recruitment efforts. However, vacancy rate is also a leading indicator of a possible spike in payroll expenses due to future increased reliance on overtime or temporary labor.

## Comparing Leading and Lagging Indicators in HR





## Leading Metrics Brainstorming Questions

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The questions below are designed to help units determine if selected core metrics are leading or lagging measures, and if lagging, potential related leading indicators to replace them.

### **Identifying Leading Metrics**

For each core metric, brainstorm potential leading metrics, considering the questions below.

- What are the key drivers of the core metric?
- Which metrics make up the formula for the core metric?
- Which metrics have a defensible link to the challenge the original metric was intended to monitor?
- What processes drive success or failure in the core metric?
- Is there a leading metric for the leading metric—a metric even further upstream?

## Weighing What to Place on the Hot Seat

The fifth consideration encourages leaders to place a heightened focus on short-term, acute challenges not captured by other selected metrics. Units should reserve one to three core metric slots for time-bound, “hot-seat” metrics—indicators representing acute challenges that managers can meaningfully impact in a fixed time period, ideally less than 12 months. Dedicated slots for such measures not only guarantee a focus on critical priorities, but also make unit dashboards dynamic documents that evolve and keep staff attention.

### Sample Hot-Seat Metrics

#### *Strategic Imperative*

A+

Heighten staff competency level



Number of employees using tuition reimbursement



Reduce energy consumption 25% by 2020



Total energy consumption by building



Increase information security



Number of servers scanned by vulnerability management software



Maximize utilization of community suppliers



Total amount of spend with local community-based suppliers

The tool on the facing page offers key considerations for evaluating which imperatives and associated indicators merit inclusion in unit dashboards or reports as hot-seat metrics. The exercise is intended to facilitate judicious selection of the most critical short-term priorities and appropriate corresponding metrics.

# Hot-Seat Metrics Due Diligence Checklist

## Identifying Time-Sensitive Imperatives

Beyond defined strategic objectives, list below any other imperatives that demand a more dedicated focus over the next 6 to 12 months. Place a check next to each imperative that your unit can effectively address in fewer than 12 months.

_____	<input type="checkbox"/>	_____	<input type="checkbox"/>
_____	<input type="checkbox"/>	_____	<input type="checkbox"/>

## Prioritizing Competing Imperatives

Keeping in mind that the final metrics list should include no more than 8-12 metrics, it may be necessary to limit the number of hot-seat metrics selected. Below are some questions to consider when selecting the imperatives to target as hot-seat metrics.

### Questions to Consider:

- Of the imperatives, which is likely to have the greatest impact on the institution?
- Given limited resources, which imperative is most critical to achieve in the next 12 months?
- Is this an imperative your unit can meaningfully impact without obtaining greater institutional support?
- If it requires greater institutional support, how difficult will it be to secure senior executive buy-in to the imperative?
- If senior executive support is needed, is limited political capital worth expending on this imperative?

## Identifying Corresponding Metrics

The final step requires identification of targeted metrics which address the existing imperatives, providing a means of consistently tracking the efficacy of performance improvement efforts.

### Questions to Consider:

- For each imperative, is there an associated metric that could be added?
- Is this imperative currently reflected on the dashboard by an alternative metric?
- If currently reflected, is the existing metric sufficient, so that it is not necessary to add an additional measure?
- Does the metric meet the reality check criteria: accessibility, communicability, credibility, and frequency?
- If you've identified a lagging metric, is there a more instructive leading metric to replace it?
- Would you feel comfortable removing this metric once a target is achieved?

# Compartmentalizing Our Thinking

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The final step in the process of identifying core unit metrics is to ensure an equitable distribution of metrics across all unit capabilities or strategic objectives. Without such a distribution, units run the risk of overlooking emerging problems within underrepresented unit areas. To ensure a proper metric balance, leaders must first sort the tentative list of 8-12 core metrics identified through the selection process into a comprehensive set of categories. Then, units should analyze the distribution of metrics across categories to identify over- and under-represented groups, and make deliberate trade-offs between metrics to achieve balance.

Three metric categorization schemes are detailed below.

## Three Categorization Schemes

### 1 Function or Capability

The most straightforward categorization scheme groups metrics based on unit functions or capabilities, which ensures a balance of metrics across all unit responsibilities.

#### Sample HR Functions

- > Staff Engagement
- > Recruitment & Retention
- > Leadership Development
- > Employee Benefits
- > Workforce Development
- > Performance Management

### 2 Strategic or Institutional Perspective

A second categorization scheme sorts metrics by broad institutional strategic pillars. This approach helps illustrate for senior leaders and unit staff the link between unit initiatives and overall institution success.

#### Sample Institution Strategic Pillars

- > Student Success
- > Research and Scholarly Excellence
- > Community Engagement
- > Leadership and Innovation
- > Financial Strength and Stewardship

### 3 Core Principles of Operation

The final categorization scheme separates metrics that track unit size and scale of operations, efficiency, and effectiveness. To assist members who choose this approach, the Compendium of Metrics in this publication organizes all unit metrics using this categorization scheme.

#### Three Core Principles of Operation

- > Size and Scale of Operations
- > Efficiency
- > Effectiveness

# Metric Balancing Exercise

## Ensuring Strategic Balance

After unit leaders have chosen a tentative list of 8-12 core metrics, this exercise will ensure an equitable distribution of metrics across categories and allow for final changes to the metrics list, as necessary.

**Step 1:** Select one of the categorization methods listed on the previous page and write down the main categories for unit metrics in the top row of the charts below.

**Step 2:** Assign each of your tentative metrics to the most appropriate category. If using the Master Metric Selection Tool on page 29, transfer metrics according to these suggested guidelines:

- Transfer "hot seat" metrics
- Transfer metrics that are not crossed off without leading indicators
- For metrics with leading indicators, determine which metric (i.e., leading or lagging) to select; consider benchmarking capability, pragmatic limits, and underlying purpose for tracking

**Step 3:** Look across categories and cross off the least valuable metric(s) from columns with a surplus, and add metrics to underrepresented columns as necessary.

### Potential Core Metrics

Category: _____	Category: _____	Category: _____	Category: _____

Category: _____	Category: _____	Category: _____	Category: _____

# Summary of the Filtering Process and Supporting Tools

Units beginning with an extensive list of potential metrics (e.g., 80 or more) will likely need to take a rigorous, step-by-step approach to ultimately identify 8-12 core performance measures. The Master Metric Selection Tool on the next two pages is designed to guide units through the selection process and should be used in conjunction with the tools accompanying each individual consideration.

## Step-by Step Metric Selection Process With Supporting Tools

### *Considerations 1–5*

#### **The Master Metric Selection Tool**

The Master Metric Selection Tool should be used across steps one through five of the metric selection process. Members can use this tool to track progress in narrowing down a long list of metrics to 8-12 core measures. Each consideration also contains a corresponding tool or exercise to assist with each individual step in the process, as listed below:

- Consideration 1: Reality Check Red Flag Questions (page 17)
- Consideration 2: Metrics Strategy Map (page 19)
- Consideration 3: Data Cuts Chart and Due Diligence Checklist (page 21)
- Consideration 4: Leading Metrics Brainstorming Questions (page 23)
- Consideration 5: Hot-Seat Metrics Due Diligence Checklist (page 25)

### *Considerations 6*

#### **Metric Balancing Exercise**

The sixth and final step in the process should be completed after narrowing down to 8-12 tentative core metrics using the Master Metric Selection Tool. The Metric Balancing Exercise on page 27 ensures that metrics are balanced across unit functions, strategic pillars, or core operating principles.

# Master Metric Selection Tool Instructions

**Step 1**  
 Identify a starting list of unit metrics for consideration using the Compendium of Metrics starting on page 41, and add them to the Metric Master Selection Tool on page 30.

**Applying a Reality Check**

Ability to generate data needed to report on metric in a timely, trustworthy manner.

See Consideration 1 on pages 16-17.



**Step 2:** Cross off metrics failing to meet reality check criteria: accessibility, communicability, credibility, and frequency

**Mapping to Strategic Objectives**

Direct linkage between improvement on metric and progress on key institutional objectives.

See Consideration 2 on pages 18-19.



**Step 3:** Cross off metrics that do not map to strategic objectives

**Confirming Metric Benchmarks**

Availability of credible, objective benchmarks.

See Consideration 3 on pages 20-21.



**Step 4:** Place a star next to remaining metrics with robust benchmarks

**Swapping Lagging for Leading**

Capacity of metric to provide “the scoop” on emerging challenge or opportunity.

See Consideration 4 on pages 22-23.



**Step 5:** Where available, fill in leading indicators for metrics not crossed off

**Accounting for Institution-Specific Imperatives**

Need for heightened focus on short-term, acute challenges facing organization, not effectively tracked by any remaining metrics.

See consideration 5 on pages 24-25.



**Step 6:** Add “hot-seat” metrics

**Illustrative Example**

Retention and Turnover Metrics		Leading Metric
Hard-to-fill vacancy rate		
Number of open FT/PT positions	*	
Number of open hard-to-fill positions	*	
Overall turnover rate	*	Internal promotion rate
Vacancy Rate		Time to Fill

Crossed off due to lack of agreement on common definition

Lagging metric selected; benchmark unavailable for internal promotion rate but available for overall turnover

Metrics both deemed valuable; both selected for tracking

Source: Business Affairs Forum interviews and analysis.







# Setting Principled Action Triggers to Compel Action

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SECTION

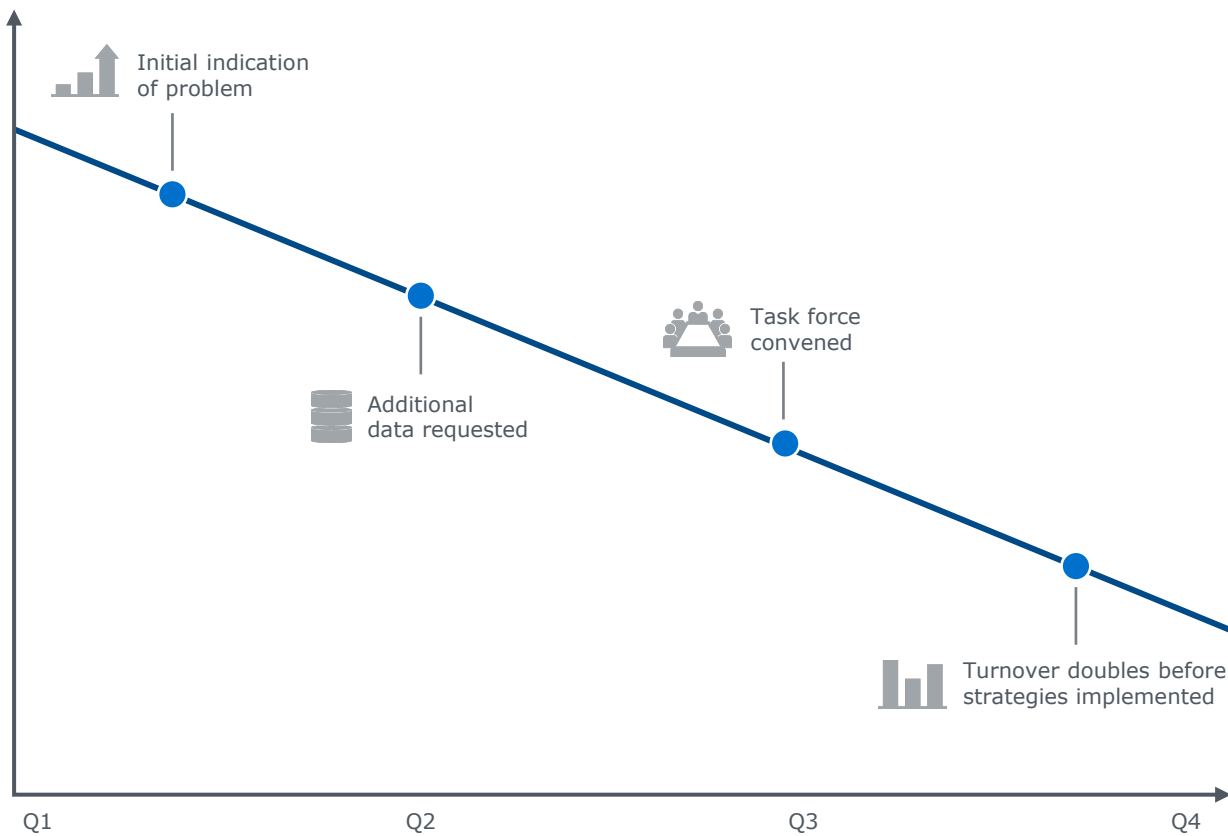
2

- Fixed Action Triggers
- Relative Action Triggers
- Specialty Action Triggers

# Failing to Act on Troubling Data

Rigorous metric selection alone does not ensure that dashboards and performance reports compel corrective action when performance lags. In fact, the impact of well-selected core metrics is often dramatically undermined by the failure to stipulate associated “action triggers”—thresholds that signal underperformance on core metrics and mandate a response or action. As illustrated below, units that monitor data without establishing thresholds that signal the need for corrective action often overanalyze or explain away negative trends while the situation worsens.

## First-Year Retention Plummetts at Example Institution



Source: Business Affairs Forum interviews and analysis.

# Differentiating Targets and Triggers

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Principled action triggers represent the single most effective tracking mechanism to ensure leaders respond to concerning performance data in a timely fashion. Action triggers should not be confused with performance targets. While often used synonymously, performance targets and action triggers serve different purposes. Targets clarify performance goals, while triggers signal when goal achievement is highly unlikely without immediate corrective action.

## Defining Our Terms



### Performance Target

#### *Definition*

Fixed or ranged performance goal set by unit leaders each year

#### *Purpose*

Provides concrete goals and drives performance on core metrics



### Action Trigger

#### *Definition*

Threshold that signals underperformance on core metrics and mandates corrective action

#### *Purpose*

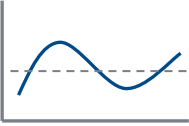
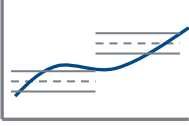
Clarifies when corrective action is required to maintain minimum performance levels

# Understanding the Options

The first step to establish principled action triggers requires matching each core measure to the most appropriate trigger type—fixed or relative. As their names suggest, fixed triggers maintain constant threshold levels, while relative triggers self-adjust based on targets, performance trends, and related metrics. In general, fixed triggers are easier to communicate and therefore manage against, but they are not always applicable for administrative unit metrics.

The remainder of this section details how to choose and apply fixed and relative triggers.

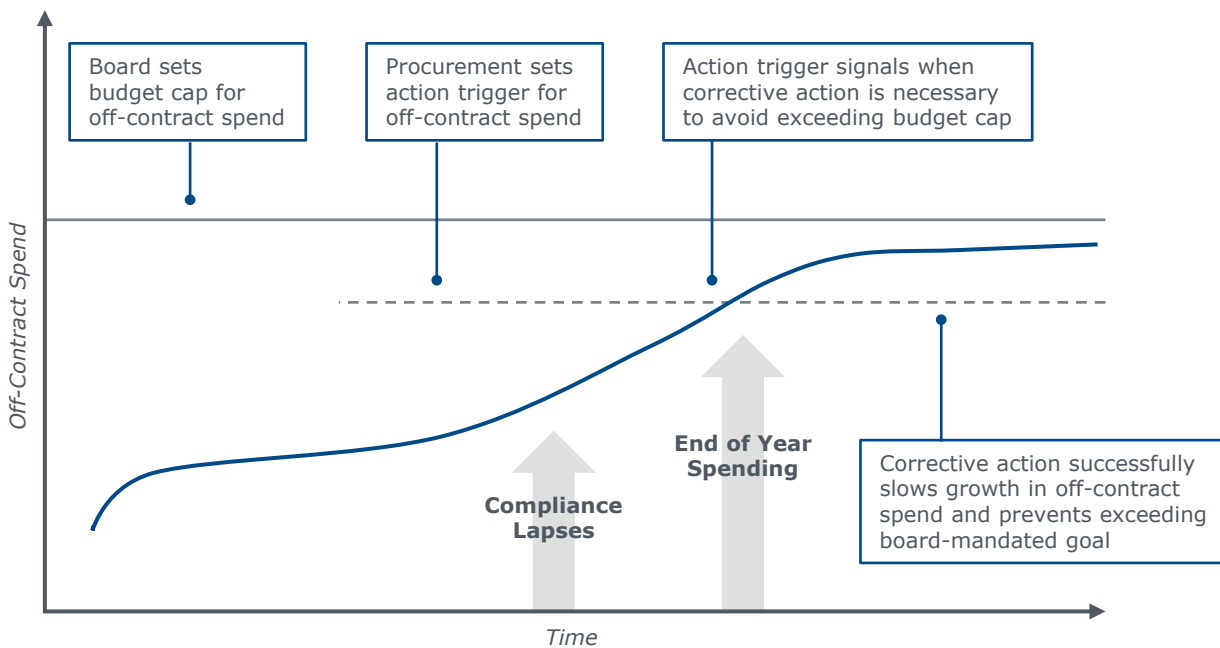
## Two Types of Action Triggers

Trigger Type	Definition	Action	Limitations
Fixed Triggers 	Minimum performance thresholds designed to guard against significant performance declines that, without corrective action, would likely cause units to miss non-negotiable targets	<ul style="list-style-type: none"> <li>• Ease of calculation</li> <li>• Communicability</li> </ul>	Fixed triggers are not applicable for all administrative unit metrics
Relative Triggers 	Self-adjusting thresholds that consider current performance relative to the target, past performance, and/or related metrics to identify concerning trends	<ul style="list-style-type: none"> <li>• Applicability</li> <li>• Longevity</li> </ul>	Relative triggers are more complex than fixed triggers

# Deploy Fixed Triggers for Non-Negotiable Targets

Fixed triggers are most applicable for core metrics with truly non-negotiable targets, such as compliance with regulatory requirements. Where current performance on a core metric is satisfactory, a fixed trigger can guard against significant performance declines that would likely cause units to miss non-negotiable targets without corrective action.

## Setting a Fixed Trigger to Ensure Compliance with Executive Mandate



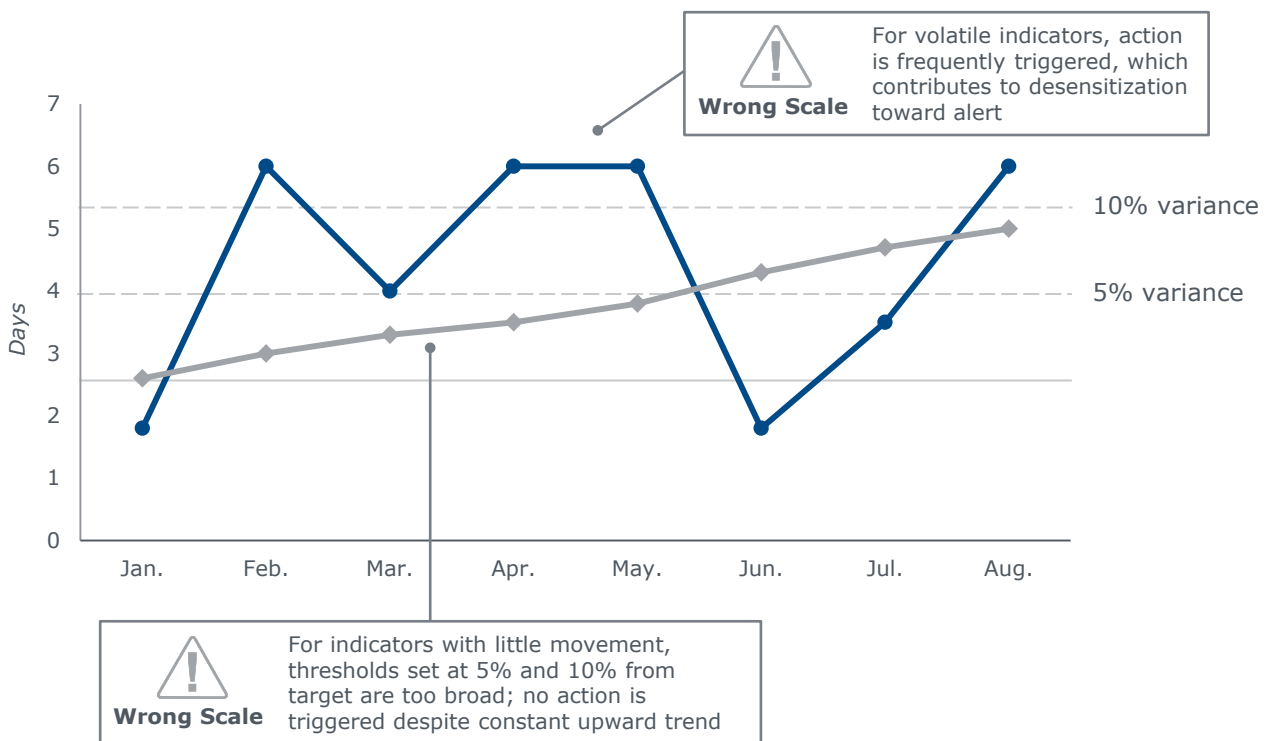
In the example above, Procurement leaders created a fixed action trigger for a board-mandated budget cap on off-contract spend. Later in the year, the trigger signaled a concerning trend and allowed sufficient time for leaders to take corrective action.

# Use Relative Triggers for Performance Downturns

## Resulting Errors from a Common Misstep

Rather than fixed targets, relative action triggers are based on meaningful performance declines on core metrics. More specifically, relative triggers consider current performance relative to the target, past performance, and/or related metrics to differentiate normal performance fluctuations from concerning trends that warrant action.

### Average Number of Days for Accounts Payable to Process an Invoice



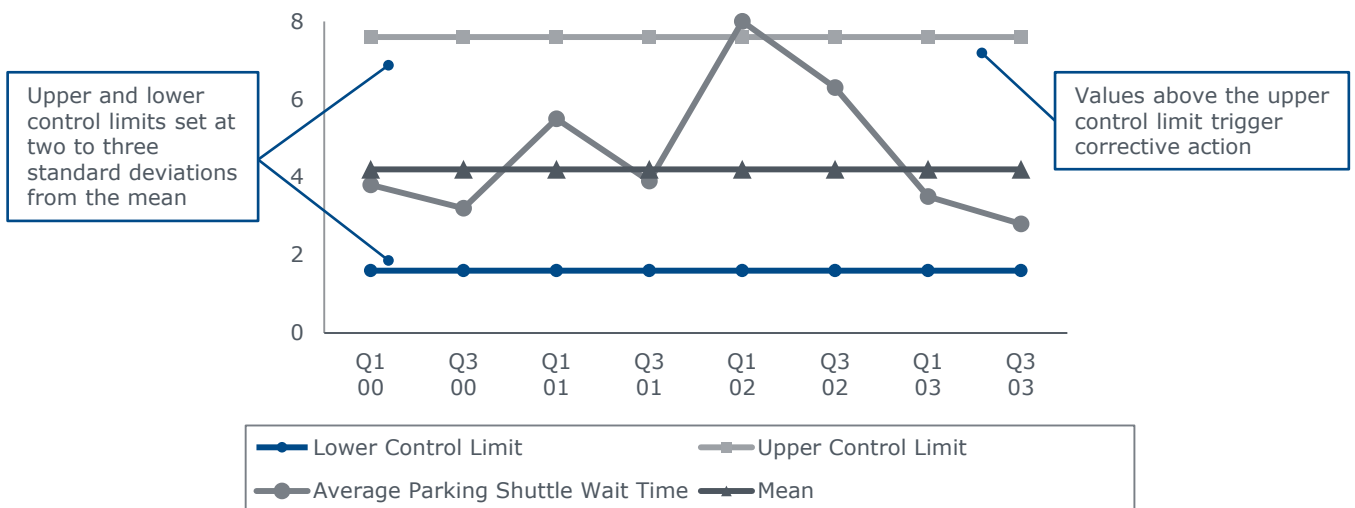
Unfortunately, the most common application of relative action triggers is flawed. Many institutions base relative triggers on performance deviations of more than 5% or 10% from a target. However, there is no principled rationale behind this rule. As illustrated above, such variance could be harmless for naturally volatile metrics or mask an emerging crisis for slow-moving metrics.

# Strengthening Relative Triggers

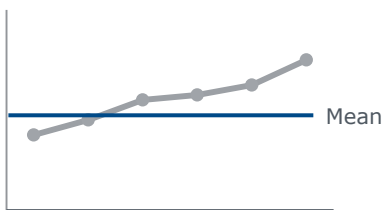
Fortunately, straightforward statistical principles can be applied to establish relative triggers at levels that signal meaningful performance changes. Triggers based on standard deviations from the mean, rather than arbitrary percentage variance, account for metric volatility. Performance on any metric should fall within two standard deviations of the mean 95% of the time.

Alternatively, units can create principled triggers based on statistically significant trends rather than on a single point falling outside the norm. For example, declining performance on a key metric across six successive time periods represents a meaningful performance downfall warranting attention.

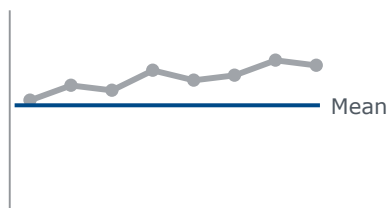
## Average Parking Shuttle Wait Time



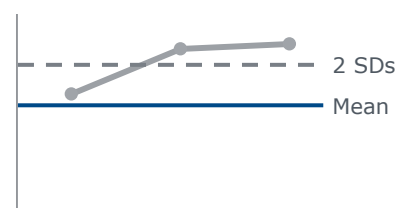
## Examples of Statistically Significant Trends



Six successive points increasing or decreasing



Eight successive points on one side of the mean



Two out of three consecutive points more than two standard deviations from mean

Source: Sullivan J, et al., "A Staffing-Effectiveness Methodology for Analyzing Human Resource and Clinical/Service Screening Indicator Data," *Joint Commission Journal on Quality and Safety*, June 2004: 322-330; Business Affairs Forum interviews and analysis.

# Exceptions to the Rule

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While not used often, there are two types of specialty action triggers that serve specific purposes. First, static action triggers guard against performance plateaus. For example, units committed to continuous improvement in specific areas can effectively use “lack of improvement” on key metrics as a trigger for action. However, it is vital to clearly communicate the rationale underlying static action triggers as well as the executive commitment to enforce this type of trigger. Absent this transparency, static action triggers risk being perceived as unprincipled and subsequently ignored.

Second, 100%-triggers serve as the one exception to the critical distinction between targets and triggers. As illustrated in the examples below, some select metrics require perfect performance as the only acceptable outcome. In these cases, it may be appropriate to equate targets and triggers and require immediate action when performance falls below 100%.

## When Only 100% Will Do



Employees completing safety training



Percentage of facilities meeting OSHA standards



Percentage of malicious web traffic attempts blocked

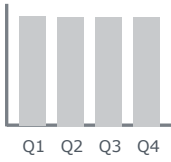
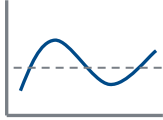
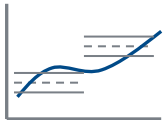


Employee payroll processed on time



# Action Trigger Diagnostic

The diagnostic below is designed to help unit leaders select the most appropriate trigger type for performance metrics. Questions should be answered sequentially. A series of “no” answers within an action trigger category suggests that the trigger type is not well suited to the metric. Answering “no” to all questions below suggests an action trigger should not be attached to the metric, and perhaps the need to reassess inclusion of the metric as a core measure.

Trigger Type	Questions	Yes	No
Static and 100% 	1. Is continual improvement (regardless of degree) in metric performance a strategic priority?  2. Is it a strategic priority that metric performance be at 100%?  <i>If “no” is answered for both questions, continue to questions 3-4. If “yes” is answered for either question, then static or 100% trigger is most appropriate; see page 38 for directions.</i>	<input type="checkbox"/>  <input type="checkbox"/>	<input type="checkbox"/>  <input type="checkbox"/>
Fixed Triggers 	3. Are you working toward an absolute (and non-negotiable) target?  4. Are you guarding against exceeding an absolute (and nonnegotiable) cap on performance?  <i>If “no” is answered for both questions, continue to questions 5-8. If “yes” is answered for either question, a fixed trigger is most appropriate; see page 40 for directions.</i>	<input type="checkbox"/>  <input type="checkbox"/>	<input type="checkbox"/>  <input type="checkbox"/>
Relative Triggers 	5. Are you seeking to identify when current performance deviates significantly from past performance?  6. Are you seeking to detect statistically significant performance trends?  7. Are you seeking to routinely compare a metric’s current performance against cumulative performance towards target?  8. Are you seeking to uncover simultaneous changes in performance among related metrics?  <i>If “yes” is answered for any question, then establish a relative trigger; see page 36 for directions.</i>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

# Considerations for Setting Fixed Triggers

For metrics that require fixed action triggers, the following tool will help determine where to set triggers relative to non-negotiable limits. As described below, the distance of a trigger from the limit is determined by the speed and certainty of intervention. Each “no” answer to the questions below indicate a greater need to shift the trigger toward a more defensive posture—farther away from the non-negotiable limit.



Trigger Posture	Defensive Posture	Aggressive Posture
<i>Definition</i>	Trigger set further from non-negotiable metric limit	Trigger set closer to non-negotiable metric limit
<i>Advantage</i>	Institutions receive more time to solve performance problem	Increased credibility that trigger signals need for immediate intervention
<i>Disadvantage</i>	Greater risk of erroneously detecting a problem, diverting time and resources from more pressing priorities	Overlooking emerging problems, and less time to implement interventions

	Yes	No
1. Can the metric be measured frequently (at least every two weeks)?	_____	_____
2. Is the lag time between when metric is measured and when it is reported less than two weeks?	_____	_____
3. If a problem in metric performance is detected, does the institution have a predetermined intervention strategy?	_____	_____
4. Has the predetermined intervention strategy been successfully implemented in the past?	_____	_____
5. Are all the resources/individuals required to support the intervention immediately accessible?	_____	_____
6. Will the intervention strategy correct performance within one month of introduction?	_____	_____

Source: Business Affairs Forum interviews and analysis.



# Compendium of Unit Performance Metrics

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SECTION

3

# Accounts Payable

Metric Category	Metric
<b>Size and Scale of Operations</b>	Number of bank accounts
	Number of checks issued: a. All b. To students c. Travel-related
	Number of vouchers: a. Students b. Travel c. Vendors
	Total accounts payable (dollars)
<b>Efficiency</b>	Average number of days to reimburse travel expense
	Cost of expense report processing per FTE
	Cost per expense report
	Cost per travel and entertainment reimbursement
	Cost to process an invoice
	Number of days to apply cash
	Number of days to process an invoice
	Number of days until checks issued: a. All b. To students c. Travel-related
	Number of invoices per finance FTE
	Number of invoices per finance FTE per day
	Number of vouchers per FTE
	Percentage of online invoices paid within 30 days of receipt
	Percentage of online invoices paid within 45 days of receipt
<b>Effectiveness</b>	Accounts payable error rate
	Days payable outstanding
	Number of invoices in discrepancy status for more than 30 days
	Percentage of invoices with a discrepancy between original purchase order and actual invoice
	Travel and entertainment expenses error rate

# Admissions

Metric Category	Metric
<b>Size and Scale of Operations</b>	Total number of first-time undergraduate admission applicants
	Number of first-time undergraduate admissions applicants organized by: <ul style="list-style-type: none"> <li>a. School and degree program (when relevant)</li> <li>b. Geographic region</li> <li>c. Ethnicity</li> <li>d. Gender</li> </ul>
	Number of first-time undergraduate students admitted (total and organized by the above characteristics)
	Number of undergraduate transfer admission applicants (total and organized by the above characteristics)
	Number of undergraduate transfer students admitted (total and organized by the above characteristics)
	Number of undergraduate students wait-listed (total and organized by the above characteristics)
	Number of international student applications (total and organized by the above characteristics, including country of origin)
	Number of international students admitted (total and organized by the above characteristics, including country of origin)
	Number of graduate student applications (total and organized by the above characteristics)
	Number of graduate students admitted (total and organized by the above characteristics)
	<b>Efficiency</b>
Number of applications processed per staff member	
Amount of staff time per application	

## Admissions (continued)

Metric Category	Metric
Effectiveness	Acceptance rate by degree
	Total undergraduate freshmen acceptance rate
	Percentage of admitted undergraduate students who enroll, compared to top competitors
	Percentage of admitted transfer students who enroll
	Percentage of admitted graduate students who enroll
	Percentage of admitted international students who enroll
	Number of admitted and enrolling national merit scholars and finalists
	Percentage of freshman in top 10, 20, 25, and 50% of high school class
	ACT/SAT scores, entering freshmen
	Entering freshmen GPA on high school core courses
	Admitted graduate student test scores (mean, median, range)
	Market share among area high school students
	Number of Facebook page fans
	Number of first-time visitors to college Web site
	Number of visits to online publications
	Percentage of area residents visiting campus
	Percentage of entering students who come from the top 10% of their high school graduating class
	Percentage of high school students contacted by the university who eventually applied
	Percentage of inquiring prospective students who submitted application within one year of inquiry
	Percentage of surveyed community members seeing institution advertisement or promotion in the past 60 days
	Total "top of mind" awareness of institution among surveyed area 18-34 year olds
	Total number of inquiries (web site, phone, etc.)
	Total views of institutional YouTube videos

# Advancement

Metric Category	Metric
<b>Size and Scale of Operations</b>	Total endowment market value
	Total annual fundraising production (new pledges + outright cash gifts excluding pledge payments)
	Number of advancement FTE (includes but not limited to alumni relations, marketing communications, donor services, development operations, annual giving, major giving, etc.)
	Number of major gift fundraisers
	Number of alumni of record (living alumni with good addresses)
	Number of alumni association memberships
	Number of regional alumni groups: a. In U.S. b. Outside U.S.
	Campaign goals
	Annual goals
	Percentage of alumni that are members of the alumni association
	Number of fundraising events per year
	Cost of fundraising events per year
	Number of gift prospects organized by geographic region
	Number of major gift prospects (Over <u>X</u> dollar) organized by geographic region
<b>Efficiency</b>	Total endowment annual returns
	Total annual endowment expenditures as a percentage of endowment assets
	Endowment management costs as a percentage of endowed assets
	Total annual fundraising production per development FTE
	Total annual fundraising production per state appropriated dollar
	Total annual fundraising production per student FTE
	Total annual fundraising production divided by total advancement expenditures
	Total annual fundraising production divided by total development expenses (excludes all non-direct fundraising expenses)
	Total cash received in the current fiscal year (including pledge payments) divided by total advancement expenditures
	Average major gift officer prospect pool penetration (number of unique visits with assigned prospects per number of total assigned prospects)

## Advancement (continued)

Metric Category	Metric
<b>Efficiency (continued)</b>	Total endowment market value per student
	Dollars raised per FTE
	Average cost per dollar raised
	Cost of fundraising event to gift ratio
	Number of personal fundraising visits organized by staff member
	Number of personal visits with \$1M+ prospects organized by staff member
	Conversion rate of fundraising solicitation to donation
<b>Effectiveness</b>	Total annual endowment expenditures (for current use)
	Endowment assets per state appropriated dollar
	Endowment annual expenditures per state appropriated dollar
	Total annual fundraising production progress toward goal (annual or multi-year campaign)
	Advancement revenue per total institution net operating income
	Total annual fundraising production per advancement FTE
	Total annual fundraising production per development FTE (includes only staff with direct fundraising responsibilities)
	Average annual gift size
	Number of donors renewed/retained (number of current donors who gave the prior year)
	Number of first-time donors
	Number of upgraded donors
	Percentage of alumni participating in giving (number of gifts divided by number of solicitable alumni)
	Percentage of alumni donating within 10 years of graduation
	Number of major gifts given in the current year (\$25,000 or more)
	Percentage of governing board members making a major gift
	Number of opportunities where development is supported by university leadership (i.e., President, Provost, Deans, Department Heads) in major gift or alumni and parent engagement activities



## Advancement (continued)

Metric Category	Metric
<b>Effectiveness (continued)</b>	Number of opportunities where development used board members or knowledge experts as a resource in major gift or alumni and parent engagement activities
	Effective use of major gift officer visits (number of total visits per number of major gifts requested)
	Major gift yield rate (number of total gifts requested per major gifts made)
	Number of unique alumni volunteers giving their time to support campus needs and activities
	Number of alumni volunteer leaders (serving on alumni association leadership, advisory boards, etc.)
	Average number of attendees at alumni association and school or college events
	Number of alumni actively engaging online with the university a. Number of alumni members on university-sponsored social networking pages b. Number of alumni virtual ambassadors (alumni who actively promote the institution through their social networks or contribute online content to institution-sponsored pages) c. Average open and click rates for advancement communications
	Advancement employee engagement (proportion of staff indicating satisfaction with employment)
	Advancement employee retention rate
	Progress toward campaign goals
	Progress toward annual goals
	Total number of gifts organized by type of gift (e.g., cash and securities, pledges, real estate)
	Total dollars raised through annual gifts organized by type of gift
	Total number of gifts organized by gift source (e.g., individual, corporation, foundation)
	Percentage of graduates that are alumni donors
	First time fundraising event attendees
	Student satisfaction with career services
	Percentage of graduating students that contribute to senior class gift
	Total contributions to senior class gift

# Bookstore

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Current book store receivables as a percentage of current year revenue
	Non-textbook sales as a percentage of total revenue
	Percentage of total books originally issued that were bought back by the store at the end of the term
	Textbook sales as a percentage of total revenue
<b>Efficiency</b>	Bookstore floor space per dollar of revenue generated
	Gross revenue per bookstore FTE
	Number of students served per bookstore FTE
	Average difference between bookstore vs. online textbook prices
	Average time-to-fill for online orders
<b>Effectiveness</b>	Gross margin, new textbooks
	Gross margin, used textbooks
	Average faculty satisfaction with ordering textbooks
	Average student satisfaction with ordering textbooks

# Campus Safety

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Total number of incidents reported involving students
	Incidents reported involving students organized according to on-campus incidents, on-campus incidents in student housing, and off-campus incidents
	Number of reported aggravated assaults
	Number of reported assaults
	Number of reported sex offenses – forcible
	Number of reported sex offenses – non-forcible
	Total number of reported alcohol incidents
	Number of reported alcohol incidents occurring in residence halls, organized by residence hall
	Number of alcohol transports to hospital
	Number of murder/non-negligent manslaughter cases
	Number of negligent manslaughter cases
	Number of reported robberies
	Number of reported burglaries
	Number of reported arsons
	Number of reported vandalism cases
<b>Efficiency</b>	Ratio of officers to FTE
	Average time between incident report and resolution
<b>Effectiveness</b>	Student campus safety rating
	Faculty and staff campus safety rating

# Career Services

Metric Category	Metric
<b>Size and Scale of Operations</b>	Number of undergraduate students served
	Number of first-year students served
	Number of underclassmen served
	Number of graduate students served
	Percentage of undergraduates served by career center
	Number of student visits
	Number of student counseling sessions held by staff
	Number of mock interviews held by staff
	Percentage of the first-year student population who received advisement
	Percentage of the first-year student population who interacted with career services
	Demographics and majors of students served
	Number and types of services provided
	Number of programs offered
<b>Efficiency</b>	Ratio of career counselors to FTE
	Number of new employers recruiting on campus per staff member
	Number of student counseling sessions per staff member
<b>Effectiveness</b>	Number of employers posting jobs and internships
	Number of job opportunities available
	Number of internship opportunities available
	Number of employers recruiting on campus
	Number of employers at internship and career fairs
	Number of on-campus interviews
	Number of new employers at job fairs
	Number of new employers interviewing on campus
	Percentage change in the number of employers recruiting on campus
	Employer satisfaction survey information from career fairs
	Number of alumni volunteering with career services

# Career Services (continued)

Metric Category	Metric
<b>Effectiveness (continued)</b>	Percentage of students using career services that would recommend career services to a friend
	Percentage of students being advised by a career counselor that would recommend that same career counselor to a friend (organized by career counselor)
	Percentage of recent seniors employed or in graduate school <u>X</u> months after graduation
	Percentage of recent seniors employed <u>X</u> months after graduation who used career services at least once
	Percentage of undergraduates employed in the home state of the institution
	Persistence rate of students using center compared with non-users
	Rate of student satisfaction with career services
	Attendance at career workshop events by student headcount
	Attendance at general interest job fairs by student headcount
	Attendance at special interest job fairs by student headcount
	Employer satisfaction with graduates (survey-based)
	Dollars raised from alumni
	Dollars raised from corporate sponsors
	Salary range distribution
	Number of recent graduates employed in a job that relates to their major
	Students participating in applied experiences (NSSE)
	Percentage of employed students working at a job that relates to their major
	Number of recent graduates employed in a job that requires a college degree
Percentage of recent graduates working at a job that requires a college degree	

# Dining Services

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Metric Category	Metric
Size and Scale of Operations	Number of students with dining contracts
	Number of student employees
Efficiency	Ratio of staff to dining contracts
	Ratio of staff to customers served
Effectiveness	Rate of student satisfaction with dining facilities
	Rate of student employee satisfaction
	6-year graduation rate of student employees compared with graduation rate of students who do not work on campus
	Employment rates of recently graduated student employees compared with the employment rate of students who did not work on campus
	Student employee learning outcomes data
	Persistence rate of student employees compared with persistence rate of students who do not work on campus

# Energy/Sustainability

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Energy consumption (BTUs)
	Campus electrical usage (kilowatt-hours)
	Campus steam usage (kilo-pounds)
	Campus water usage (cubic meters)
	Campus power plant emissions (tons)
	Salt usage for winter de-icing (tons)
<b>Efficiency</b>	Energy consumption per gross square foot
	Recycle (pounds) compared to waste sent to landfill (cubic yards)
<b>Effectiveness</b>	Annual expenditure on items intended to increase energy efficiency
	Energy investment index (percentage of the annual expenditure for energy conservation and efficiency efforts as compared to total annual energy expenditures)

# Facilities

Metric Category	Metric
<b>Size and Scale of Operations</b>	Annual capital renewal and renovation/modernization expenditure as a percentage of current replacement value
	Annual capital renewal expenditures
	Annual facilities expenditures
	Annual utilities expenditures
	Volume of projects
	Current replacement value (total amount of expenditure in current dollars required to replace the institution's educational and general facilities to its optimal condition)
	Facility operating current replacement value (ratio of annual facility maintenance operating expenditure to current replacement value)
	Gross square feet
	Net assignable square feet of space
	Number of acres maintained
	Number of custodial employees
	Number of grounds employees
	Number of keys/swipe cards issued to employees and students per year
	External architectural and engineering design costs as a percentage of facilities projects
	Percentage of operating budget dedicated to repairs and maintenance
	Total amount spent to replace, repair, or purchase equipment
	Value of capital assets
	Total facilities labor cost
	Total hours spend on requests, by priority code (0-4 scale; 0=emergency)
	Total hours spent on requests, by maintenance (e.g., preventive, reactive)
	Preventative work orders compared to call-in service requests
	Billable vs. Non-billable hours
	Custodial cost per student
	Repair and maintenance costs per square foot
Administrative cost per square foot	



# Facilities (continued)

Metric Category	Metric
<b>Efficiency</b>	Annual expenditures for repair and maintenance per gross square foot
	Average work order fill time
	Average time to complete work order requests, by priority code (0-4 scale, 0=emergency)
	Facility operating gross square foot index (ratio of annual facility maintenance operating expenditure to gross square feet of institution)
	Number of staff hours required for completing open work orders
	Time spent addressing work orders as a percentage of total available facilities staff time
	Gross square feet per custodial employee
	Gross acreage per ground employee
<b>Effectiveness</b>	Actual costs as a percentage of estimated costs
	Average age of currently open work orders
	Deferred maintenance ratio
	Facilities condition index (ratio of the cost of remedying maintenance deficiencies to the current replacement value) by building type
	Percentage of campus facilities classified as handicap accessible
	Percentage of facilities management staff retained from prior year
	Percentage of facilities staff retained from prior year
	Percentage of facilities management staff that attained certification, license, degree, or formal professional designation
	Hours of training per frontline staffer
	Days needed to fill vacant staff positions
	Percentage of facilities passing area inspections by facilities staff
	Percentage of facilities projects that stay within budget
	Percentage of late room or building event set-ups
	Percentage of OSHA review issues corrected compared to findings
	Percentage of state operating budget requests for facilities that are funded
	Percentage of unmet need on deferred maintenance

# Facilities (continued)

Metric Category	Metric
Effectiveness (continued)	Percentage of unmet need on deferred maintenance
	Proactive service request hours as a percentage of total maintenance hours
	Average work order satisfaction score (5-point scale)
	Number of "re-do" calls for services
	On-time design completion rate
	On-budget design completion rate
	On-budget project completion rate
	Number of reportable accidents

# Finance

Metric Category	Metric
Size and Scale of Operations	Total operating budget
	Total operating revenue
	Total operating costs
	Total tuition and fees revenue
	Total in-state tuition revenue
	Total out-of-state tuition and fees revenue
	Net tuition revenue
	Total indirect cost recovery
	Total state appropriations
	Total grants and contracts
	Total endowment income
	Total donor gifts
	Total restricted donor gifts
	Total unrestricted donor gifts
	Total auxiliary revenue
	Total salaries, wages, and benefit expense
	Total services, supplies, and travel expense
	Total financial aid expense
	Total facilities expense
	Total debt service
	Total research expenditures
	General fund balance as percentage of revenue
	Net operating income
	Number of active general ledger accounts
	Number of cost transfers
	Number of forced encumbrances
	Number of tax domains for tax filing/reporting
	Percentage of tuition fees paid by each available method (i.e., online, in-person, via mail)

# Finance (continued)

Metric Category	Metric
<b>Size and Scale of Operations (continued)</b>	Total non-capital State appropriations per student FTE
	Total capital state appropriations per student FTE
	Total accounts receivable
	Total travel expenses
	Percentage of operation expenses by: a. Academic support b. Institutional support c. Instruction d. Operation and maintenance of plant e. Public service f. Research g. Student services
<b>Efficiency</b>	Educational expenditures per student FTE
	Net income ratio
	Net tuition and fees per FTE student
	Number of days to receive state auditor approval on cut checks (via both manual process and electronic checks system)
	Number of FTE hours to produce university annual report
	Percentage of revenue or operating budget attributable to finance unit cost
	Percentage of time finance employees spend on transaction processing
	Percentage of time-sensitive check requests processed immediately
	Percentage of total count of inter-department billings entered into financial system more than one month and one day from current month
	Percentage of travel expenses reimbursed within five days of receipt of travel and expense voucher
	Total revenue per faculty FTE
	Total revenue per FTE student
	Discount rate
	Net operating revenues ratio: (operating income (loss) + net non-operating revenues (expenses)) / (operating + non-operating revenues)
	Gross tuition contribution ratio: gross tuition revenue / (operating + non-operating expenses)
Gross tuition contribution per student FTE ratio: gross tuition revenue / student full-time equivalent	

## Finance (continued)

Metric Category	Metric
<b>Efficiency (continued)</b>	State appropriations contribution ratio: state appropriations revenue / (operating + non-operating expenses)
	Gifts, grants, and contracts contribution ratio: gifts, grants, and contracts revenue / (operating + non-operating expenses)
	Auxiliary enterprises contribution ratio: auxiliary enterprise revenues / (operating + non-operating expenses)
	Hospital operations contribution ratio: patient care revenues / (operating + non-operating expenses)
	Salaries, wages, and fringe benefits demand ratio: salaries, wages, and fringe benefit expenses / (operating + non-operating revenues)
	Payment to suppliers demand ratio: (contractual service + commodities expenses) / (operating + non-operating revenues)
	Instruction demand ratio: instruction expense / (operating + non-operating revenues)
	Research demand ratio: research expense / (operating + non-operating revenues)
	Public service demand ratio: public service expenses / (operating + non-operating revenues)
	Institutional support demand ratio: institutional support expense / (operating + non-operating revenues)
	Educational support demand ratio: (academic support + student service expenses) / (operating + non-operating revenues)
	Operations and maintenance demand: operations and maintenance expenses / (operating + non-operating revenues)
	Student aid demand ratio: student aid expenses / (operating + non-operating revenues))
	Auxiliary enterprises demand ratio: auxiliary enterprise expenses / (operating + non-operating revenues)
	Hospital operations demand ratio: hospital expenses / (operating + non-operating revenues)
<b>Effectiveness</b>	Annual change in F&A indirect cost
	Current receivables as a percentage of current year revenues
	Debt service coverage ratio
	Percentage of campus locations audited annually
	Percentage of days in the fiscal year when the balance of the revolving fund was negative

## Finance (continued)

Metric Category	Metric
Effectiveness (continued)	Percentage of employees trained in process improvement
	Percentage of staff highly satisfied with financial management services
	Percentage of students satisfied with student fiscal services
	Primary reserve ratio
	Secondary reserve ratio
	Return on total net assets ratio (change in total net assets / total net assets)
	Total penalty costs during the year assessed by agencies for filing late or reporting inaccurate information
	Total uncollected cash for unbilled invoices and aged receivables
	Capitalization ratio: total net assets / total assets
	Current ratio: total current assets / total current liabilities
	Viability ratio: unrestricted and expendable net assets / long-term debt (i.e., bonds, notes, capital leases)
	Debt burden ratio: annual principal and interest payments / [(operating expenses + non-operating expenses) – (depreciation expense + principal payments on capital debt and leases)]
	Debt coverage ratio: [(net operating income/(loss)) + (net non-operating revenue/(expenses)) + (depreciation expense) + (interest paid on capital debt)] / annual principal and interest payments
	Return on expendable net assets ratio: change in expendable net assets / expendable net assets
	Composition of equity ratio: total financial assets / total physical assets
	Financial net assets ratio: (total net assets – invested in capital assets) / total net assets
	Physical net assets ratio: (total net assets – expendable, non-expendable and unrestricted net assets) / total net assets
	Physical asset reinvestment ratio: purchased cash assets / depreciation expense
	Age of facilities ratio: accumulated depreciation / depreciation expense

# Financial Aid

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Number of financial aid applications processed
	Percentage of undergraduates applying for financial aid
	Percentage of undergraduates receiving financial aid
	Percentage of undergraduates receiving merit scholarships
	Percentage of undergraduates receiving need-based aid
	Average need-based loans for financial aid recipients
	Number and percentage of Pell grant eligible matriculants
	Percentage of graduate students with stipends
<b>Efficiency</b>	Average time to convert financial aid application to student financial award
	Number of financial aid applications processed per staff member
<b>Effectiveness</b>	Average financial need and award for financial aid recipients
	Percentage of financial aid recipients with grants as part of their financial aid package
	Average need-based grant for undergraduates
	Average student debt at graduation
	Number of merit scholarship recipients
	Number of external scholarship recipients
	Percentage of financial aid recipients with work study as part of their financial aid package
	Percentage of allocated work-study dollars expended
	Percentage of financial aid disbursements done via direct deposit
	Percentage of loan defaults
Ratio of median debt to median income of graduates	

# Housing

Metric Category	Metric
<b>Size and Scale of Operations</b>	Total number of housing contracts
	Percentage of enrolled students who live on campus
	Occupancy rate per semester
	Occupancy yields per semester
	Number of beds: a. In apartments b. In residence halls c. In suites d. Privately managed
	Demographics of students living on campus
	Percentage of beds in building with sprinklers
	Annual cost of residence hall rehabilitation
	Annual cost of residence hall maintenance organized by type of residence
	Number of resident advisors
	Number of students in hall council positions
	Total number of residence life programs
	Number of students on housing waiting list
	<b>Efficiency</b>
Number of students per residential advisor	
Ratio of residence life staff member to students living in residence hall	



## Housing (continued)

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Metric Category	Metric
<b>Effectiveness</b>	Rate of student satisfaction with overall housing experience
	Rate of student satisfaction with residential advisor
	Rate of student satisfaction with housing application process
	Number of students participating in residence life programs
	Number of students living in special housing options, living-learning communities
	Number of students applying for residential advisor positions
	Acceptance rate for residential advisor positions
	Number of faculty involved with LLCs or special interest housing options
	Number of faculty involved with residence hall programming
	Academic performance of resident vs. non-resident
	Academic performance of residential advisor versus non-residential advisor
	Graduation rate of students who live on campus for two years versus students who do not
	Graduation rate of residential advisor versus non-residential advisor
	Graduation rate of residential advisor versus non-residential advisor

# Human Resources

Metric Category	Metric
<b>Size and Scale of Operations</b>	Employee count by age: a. <20 years of age b. 20–30 years of age c. 30–40 years of age d. 40–50 years of age e. 50–60 years of age f. >60 years of age
	Employee count by years of service: a. <5 years b. 5–10 years c. 10–15 years d. 15–20 years e. 20–25 years f. 25–30 years g. > 30 years
	Total number of FTEs
	Percentage of employees by age group
	Unionized employees as percentage of employee population
	Number of HR employees per 100 FTEs
	Number of active recruitments open for permanent positions
	Number of active recruitments open for temporary positions
	Number of active search committees
	Number of benefits enrollments and changes
	Number of COBRA notices sent
	Number of employees on COBRA
	Number of employee issues handled (such as discipline, corrective action, workplace violence, fitness for duty)
	Number of employment advertisements in place
	Total advertising expense
	Number of employment applications processed
	Number of equal opportunity issues handled
	Number of first-level grievance hearings
	Number of full-time, tenure-track faculty
	Number of grievances in process

# Human Resources (continued)

Metric Category	Metric
<b>Size and Scale of Operations (continued)</b>	Total reportable workers' compensation cases
	Total workers' compensation paid
	Number of new workers' compensation claims
	Number of open workers' compensation claims
	Workers' compensation expenses as a percentage of payroll
	Total number of lost workdays from workers' compensation
	Number of paid administrative leaves
	Number of positions filled
	Number of positions vacated
	Number of employees on LOA (non-FMLA)
	Number of employees on FMLA
	Percentage of faculty tenured
	Percentage of faculty with terminal degree
	Total number of probationary employees
	Percentage of PT/FT accepted offers
	Number of employee referrals
	Source of referrals
	Referral bonus expense
	Sign-on bonus expense
	Average retirement age by position
	Total health benefit expense
	Employee health benefits as a percentage of total compensation
	Total health plan enrollment by health plan
	Average benefit expense per employee or member
	Total health, dental, life, and disability expense per employee
	Number of long-term disability cases
	Salary, wages, and benefits as a percentage of operating expense
	Salary, wages, and benefits as a percentage of operating revenue
	Number of participants in wellness program
	Number of participants in wellness program

# Human Resources (continued)

Metric Category	Metric
Size and Scale of Operations (continued)	Number of employees using loan forgiveness
	Number of 403(b) or 401(k) participants
	Average labor cost per employee
	Total payroll expense
	Revenue per FTE
	Average HR budget expense per FTE
	Number of employees
	HR budget as a percentage of total operating expense
	Institutional operating expense per FTE
	Number of interviews scheduled
	Number of requisitions per recruiter
	Number of filled requisitions per recruiter
	Number of new hires
	Number of open FT/PT positions
	Number of terminations
	Number of terminations for behavioral factors
	Number of lateral job movements
	Number of demotions
	Average employee tenure
	Number of employees rated as: a. Exceeding expectations b. Meeting expectations c. Not meeting expectations
	Number of employees receiving disciplinary or corrective action still employed
	Number of personnel actions input into HRIS
	Percentage accuracy of HRIS data entry
	Total paid leave hours
	Total unscheduled leave hours
	Average days absent per employee
	Total number of sick time hours utilized
	Total overtime hours used

# Human Resources (continued)

Metric Category	Metric
<b>Size and Scale of Operations (continued)</b>	Overtime pay as a percentage of total payroll
	Total incentive pay expense
	Total performance bonus paid
	Total market adjustment increase
	Percentage average wage increase
	Average YTD merit increase
<b>Efficiency</b>	Average number of days from receipt of resumes to turnover of applications to departments
	Time to fill
	Time to fill by position
	Time to fill for hard-to-fill positions
	Accession Rate
	Average number of hours from receipt of approved job requisition to the time of post
	Average number of paper forms required to hire a new employee
	Average time needed to onboard and provision new employees
	Average vacancy period
	Cost per human resources transaction
	Days to process new benefits package application
	Days to process retirement application
	Faculty turnover rate
	Number of clerical staff per FTE
	Number of times forms are handled before being processed in central data repository
	Number of W-2 forms per human resources FTE
	Percentage of faculty offers made and accepted
	Percentage of revenue or operating budget attributed to human resources costs
	Replacement ratio
	Response time to leave inquiries
	Staff to faculty ratio
	Management Ratio
	Total amount spent on vacancy recruitment

# Human Resources (continued)

Metric Category	Metric
<b>Efficiency (continued)</b>	Total human resources cost per employee
	Travel expense vouchers reimbursed within five days of receipt
	Cost per hire
	Internal job movement rate
	Overall vacancy rate
	Vacancy rate by position
	Hard-to-fill vacancy rate
	Involuntary turnover rate
	Voluntary turnover rate
	Overall turnover rate
	First-year turnover rate
	Turnover rate by position
	Turnover rate by length of service
	90-day turnover rate
	180-day turnover rate
	Cost per turnover
	Reasons for turnover
	Cost of tuition reimbursement program
	Training and development expenditure per FTE
	Percentage of key positions with at least one "ready-now" candidate
	HR budget variance
	Number of days open
	Number of days open for hard-to-fill positions
	Number of days open by position
Annual benefits paid for terminated-employees not successfully removed from payroll	
<b>Effectiveness</b>	Faculty participation rate in faculty development programs
	Human resources information management data error rate
	Number of evaluators receiving training on performance evaluations
	Number of faculty trained on sexual harassment

# Human Resources (continued)

Metric Category	Metric
Effectiveness (continued)	Number of outstanding I-9s
	Number of workdays lost due to work-related injury, medical impairment
	Percentage of staff with active employee development plans
	Total human resources training attendance
	Workforce retention rate
	Retention rate by position
	Retention rate by length of service
	Workforce satisfaction index
	Employee morale index
	Employee diversity percentage
	Employee satisfaction with training and development
	Overall satisfaction with HR processes
	Overall management satisfaction with HR processes
	New employee satisfaction with orientation
	New employee satisfaction with employment process
	Average hours of development training per manager
	Percentage of management completing development training
	Percentage of employees passing required training
	Number of employees using tuition reimbursement
	Employee performance rating by department
	Internal promotion rate
	Internal manager promotion rate
	Promotion rate of new hires
	Bench strength for key positions
	Number of hits on online recruiting website
	Percentage of overdue performance appraisals
	Percentage of performance evaluations completed on time

# Information Technology

Metric Category	Metric
<b>Size and Scale of Operations</b>	Average number of monthly technical tickets
	Total number of mobile-enabled applications supported
	Percentage of buildings connected to fiber-optic backbone
	Total number of publicly available computers for student use
	Total number of publicly available computer labs for student use
	Number of business process reviews completed per year
	Number of software download attempts per year
	Percentage of break/fix calls for computers three years or older
	Percentage of break/fix calls for non-desktop applications
	Percentage of classes taught online
	Number of incoming technical help calls per month
	Total number of institutionally-owned computers three years or older
	Total number of pages on institutional website
	Number of website page hits per year
	Number of unique website visitors per year
	Total number of platforms supported by institutional website
	Number of person-assisted calls from main campus number per year
	Total number of phone lines
	Total number of conference phone lines supported
	Total number of wireless routers
	Total number of staff FTE
	Estimated percentage of IT staff centralized vs. distributed
	Total number of e-mail servers
	Percentage of e-mail servers hosted on-campus
	Total Number of email addresses
	Total number of email messages delivered
	Total number of email messages received
	Number of TB of data storage capacity
	Number of TB of data storage used



# Information Technology (continued)

Metric Category	Metric
<b>Size and Scale of Operations (continued)</b>	Percentage of data storage hosted on campus vs. elsewhere
	Percentage of servers under secure protection
	Total square footage dedicated to server space
	Percentage of data storage capacity dedicated to research computing
	Total annual IT budget
	Total number of FTE dedicated to help desk services
	Total number of training sessions facilitated by IT per year
	Annual cost of hardware
	Annual cost of systems updates and maintenance
	Total number of systems supported by IT
	Total number of devices connected to network
	Average number of student devices connected to network per student
	Total number of applications supported
	Annual cost of software and installation/updating
	<b>Efficiency</b>
Percentage of website pages supported by central IT vs. unit staff	
Number of spam e-mails and viruses captured per institutional staff	
Number of password changes per institutional staff	
Average capacity per router	
Average wireless download speed	
Average wireless upload speed	
Average time to fill open staff positions	
Total utility costs for onsite servers	
IT budget as percentage of total institutional budget	
Percentage of IT budget spent on capital expenditures	
Percentage of IT budget spent on operating expenditures	
IT budget per student FTE	
Percentage of IT budget available for discretionary expenditures	
Percentage of IT budget allocated to fixed expenses	

# Information Technology (continued)

Metric Category	Metric
<b>Efficiency (continued)</b>	Percentage of IT budget available for variable expenses
	Technology fee charged per student
	Percentage of budget generated by student technology fee
	Percentage of budget generated by central institution
	Percentage of budget generated by research grants
	Percentage of budget generated by chargebacks
	Percentage of budget generated by external services (e.g., sale of services to external parties)
	Average number of monthly tickets
	Average ticket resolution time
	Cost per help desk ticket resolved
	Percentage of tickets resolved on first contact
	Annual cost of lost device replacement
	Annual cost of damaged device replacement
	Number of hours spent responding to tickets generated regarding classroom technology
	Total dollars spent on responding to classroom technology tickets per year
	Total dollars spent on classroom technology per year
<b>Effectiveness</b>	Percentage of projects with dedicated project manager
	Percentage of defined projects completed on time
	Percentage of defined projects completed within budget
	Percentage of pages on institutional website https:// enabled
	Number of hours web servers unavailable per year
	Number of accounts compromised per year
	Number of devices compromised per year
	Number of devices authorized to be on the network
	Number of users with administrative privileges
	Percentage of elevated accounts requiring two-factor authentication
	Percentage of malicious attempts blocked
	Percentage of systems undergoing vulnerability scan each year

# Information Technology (continued)

Metric Category	Metric
<b>Effectiveness (continued)</b>	Percentage of systems utilizing Data Loss Prevention (DLP) software
	Percentage of campus covered by wireless internet
	Percentage of residence halls covered by wireless internet
	Average staff tenure
	Annual staff retention rate
	Number of hours email unavailable per year
	Open cases by business unit
	Open cases by system
	Open technical tickets
	Percentage of staff who have completed information security training
	Percentage of staff who have completed unit-specific compliance training
	Number of attendees per training session facilitated by IT
	Number of self-serve IT training sessions (e.g., lynda.com) completed
	Percentage system uptime
	Expected time to next major upgrade (for each core system)
	Percentage of classrooms designated as tech-enabled classrooms
	Number of tickets generated regarding classroom technology per year
	Percentage of software in compliance with federal, state, and university system regulations

# Library Services

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Estimated gate counts by clock hour
	Number of annual library visits (as counted by entry gates)
	Number of inter-library loans
	Number of items checked out by category
	Number of new acquisitions each year
	Number of students served by library
	Total number of items available in library collection
<b>Efficiency</b>	Library budget as a percentage of university's operating budget
<b>Effectiveness</b>	Share of currently enrolled students who accessed library resources each term
	Share of faculty who accessed library resources each term
	Number of scholarly article downloads by journal

# Mail Services

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Annual postage cost
	Number of intercampus mail items sorted
	Number of mail codes
	Number of mail deliveries
<b>Efficiency</b>	Billed postage as percentage of total postage
	Number of incoming sorted mail per FTE
	Number of mail items processed per FTE hour
	Processing time per 1,000 items of outgoing mail
<b>Effectiveness</b>	Percentage of days mail not processed
	Percentage of incorrectly addressed mail
	Percentage of mail returned to mail office

# Parking and Vehicle Services

Metric Category	Metric
Size and Scale of Operations	Bike locker revenue
	Citation revenue
	Meter revenue
	Number of conference permits
	Number of disabled spaces
	Number of hours of tram/shuttle operation
	Number of metered spaces
	Number of parking citation appeals: a. Dismissed/voided b. Reduced c. Upheld
	Number of parking enforcement citations
	Number of parking enforcement FTEs
	Number of parking FTEs
	Number of parking permits issued by staff/student type
	Number of parking spaces by time limit
	Number of personal escorts to parking facilities
	Number of police responses to parking facilities
	Number of requests for permits
	Number of resident spaces
	Number of ride share participants
	Number of shuttle riders
	Number of shuttle rides
	Number of shuttles
	Number of staff spaces
	Number of vanpool spaces
	Permit revenue by type
	Total miles fleet vehicles driven each year
	Cost per shuttle

## Parking and Vehicle Services (continued)

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Metric Category	Metric
<b>Efficiency</b>	Average number of shuttle riders per ride
	Number of annual citations per enforcement FTE
	Parking cost per staff FTE
	Percentage of citations generated automatically
<b>Effectiveness</b>	Alternative transportation participation rates
	Average shuttle wait time
	Number of commendations
	Number of training hours for parking staff
	Percentage of parking meters operational daily
	Percentage of potential citation revenue collected
	Average customer service request resolution time
	Average customer service score

# Procurement

Metric Category	Metric
<b>Size and Scale of Operations</b>	Number of certified buyers within university
	Number of individuals with a p-card
	Number of RFP's issued annually
	Percentage of on-contract spend
	Number of master pricing agreements
	Number of new system-wide contracts
	Number of p-card transactions
	Number of procurement staff
	Number of staff dedicated to PO generated transactions
	Number of staff dedicated to strategic initiatives (analysts, strategic sourcing managers, etc.)
	Number of hours spent on strategic initiatives
	Number of procurement transactions
	Number of transactions processed by Procurement – with Purchasing Involvement
	Number of transactions approved via automated processing without purchasing involvement
	Number of direct to AP transactions
	Number of small dollar purchase transactions
	Total money expended on historically underutilized businesses
	Total value of blanket orders
<b>Efficiency</b>	eCommerce utilization rate by number of transactions
	eCommerce utilization rate by total spend
	Number of new contracts negotiated per staff member
	Number of one-off purchases bid or sourced per staff member
	Average time from requisition received to PO generated
	Average time from PO generated to PO submitted to vendor
	Average time of PO submitted to goods received
	Percentage of invoices paid within 10 business days



# Procurement (continued)

Metric Category	Metric
<b>Effectiveness</b>	Number of approved exceptions to mandates
	Number of blanket orders (purchase orders established for a not-to-exceed dollar amount covering a specific period of time)
	Number of commodity industry conferences attended per year
	Number of suppliers purchased from annually
	Number of e-procurement enabled suppliers
	Number of hours spent in training for all procurement staff
	Number of individual users trained in procurement processes
	Number of Procurement information and education sessions offered to campus staff per year
	Number of late deliveries
	Number of low-dollar procurement orders processed manually (excludes p-card purchases)
	Number of negotiation sessions attended by buyers
	Number of procurement professional development sessions per year
	Number of re-deliveries
	Number of historically underutilized business enterprises vendor outreach activities
	Number of substantive audit findings involving procurement and contract policies, procedures, or performance
	Percentage of low-value orders processed as percentage of total requests processed
	Percentage of purchase orders and invoices that include item-level details
	Percentage of requisitions processed electronically
	Percentage of spend with top 20 percentage of suppliers
	Percentage of suppliers invoices received electronically
	Percentage of unallowable p-card purchases (relative to all)
	Procurement technology cost as percentage of spend
	Revenue generated through prebates or charge-backs and fees
	Total rebates from p-cards and prompt payment discounts
Total dollars spent through eCommerce solution	
Percentage of transactions flowing from procure to pay electronically without manual intervention	

# Registrar

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Degrees awarded by discipline
	Number of students (or SCH attempted) by student category (freshmen, transfer, undergraduate versus graduate, etc.)
<b>Efficiency</b>	Average turnaround time on transcript requests
	Number of students served per registrar FTE
	Time required per new student registration
<b>Effectiveness</b>	Average GPA of students by residence type (on-campus versus off-campus)
	Average term GPA
	Change in GPA by student category (freshman, honors, etc.)
	Number of students dismissed
	Number of students on probation
	Number of students subject to dismissal based on academic standing
	Percentage of students in good standing
	Percentage of students on academic probation
	Percentage of courses for which grades are submitted on time

# Research

Metric Category	Metric
<b>Size and Scale of Operations</b>	Expenditures from grants and contracts
	External funds per state dollar investment in statewide public services
	Number of faculty with sponsored projects
	Number of scholarly publications
	Total externally sponsored research expenditures
	Total externally sponsored research expenditures per full-time ranked tenure/tenure-track faculty
	Total federally funded research expenditures
	Total R&D expenditure
	Total R&D expenditure per tenure/tenure-track faculty
	Number of cost transfers
	<b>Efficiency</b>
Federal R&D expenditures per tenure/tenure-track faculty	
Grants and contracts expenditures per state appropriated dollar	
Grants and contracts expenditures per tenure/tenure-track faculty	
Administrative costs as percentage of total expenditures	
Percentage of effort reports certified on time	
Percentage of time principal investigators spend on research compliance issues	
Twelve-month average of number of days to set up a new award (from receipt of award by university to notification of PI of budget number)	
<b>Effectiveness</b>	First-pass yield on proposals
	Number of delays in award set-ups
	Number of research compliance errors

# Space Management: Classroom Space

Metric Category	Metric
<b>Size and Scale of Operations</b>	Average course capacity by course type, college
	Average daily hours demanded
	Average daily hours supplied
	Average room capacity by type of space, building
	Average section capacity by course type, college
	Enrolled class count by course type, college
	Net assignable square feet of classroom space
	Number of classrooms
	Number of classrooms renovated per year
	Number of courses offered
	Number of sections offered
	Percentage of classrooms that meet technology standards
	Percentage of courses dropped
	Registered class count
	Room count
	Number of classrooms by square footage range
	Total net assignable square feet of classroom space currently off-line for improvements
<b>Efficiency</b>	Average enrollment per course
	Average number of classes per student
	Average response time to complete programming/planning/design projects
	Average sections per course
	Average units per class
	Average units per student
	Percentage of classroom issues by resolution status: <ul style="list-style-type: none"> <li>a. No resolution</li> <li>b. Referred to other</li> <li>c. Solved immediately</li> <li>d. Solved within 2.5 days</li> </ul>

# Space Management: Classroom Space (continued)

Metric Category	Metric
<b>Efficiency (continued)</b>	Cost per classroom square foot per year: a. Actual cost b. Recovered cost from colleges c. Cost per classroom student per seat per year
	Classroom facilities cost per student per year
	Facilities cost per classroom per year
	Room utilization at prime time
	Room utilization at non-prime hours
	Room utilization by day
	Room utilization by term
	Seat utilization at prime time
	Seat utilization at non-prime hours
	Seat utilization by day
	Seat utilization by term
	Share of sections scheduled during non-prime hours by department
	Percentage of rooms controlled centrally
	Percentage of rooms controlled by colleges or departments
	Percentage of rooms scheduled centrally
	Percentage of rooms scheduled by colleges or departments
	Average section fill rate by course type, college
	Average capacity (scheduled space capacity – faculty set maximum enrollment) fill rate by course type, college
	Average section fill rate for technology-enabled classrooms and lecture halls
	Utilization of technology-enabled classrooms and lecture halls
	Section consolidation candidates (i.e., sections that could be canceled while accommodating all enrollments in other sections of the same course)
	Average classroom square feet (broken down by instructional space type)
	Square feet by student credit hour
Space cost by student credit hour	

# Space Management: Classroom Space (continued)

Metric Category	Metric
<b>Effectiveness</b>	Departmental accuracy of course enrollment vs. assigned room capacity
	Number of unplaced courses at start of registration
	Percentage of classrooms inspected
	Percentage of classrooms meeting established university’s central classroom standards by category: a. Accessibility b. Acoustics c. Furniture d. Lighting e. Technology
	Percentage of classrooms passing initial inspection
	Percentage of inspection requests corrected on the spot
	Percentage of inspections generating facilities management request/order
	DFW rate by instructional space type

# Space Management: Lab Space

Metric Category	Metric
<b>Size and Scale of Operations</b>	Average lab area by lab type, department, and building
	Gross square feet of lab space
	Net assignable square feet of lab space
	Net assignable square feet of lab space by rank or position
	Number of lab rooms by type
	Number of lab seats per student
	Number of lab seats per student credit hour
	Number of laboratories
	Number of lab benches
	Percentage of lab space by purpose: a. Unassigned b. Research c. Teaching
	Percentage of lab space by field
	Total number of laboratories by square footage range
	<b>Efficiency</b>
Median research expenditures per net assignable square foot by lab	
Percentage of laboratories assigned	
Research expenditures per net assignable square foot	
Total amount of indirect cost recovery per net assignable square foot of lab space	
Total externally-sponsored research expenditures per square foot	
Total research expenditures (regardless of funding source) per square foot	
Net assignable square feet of lab space per FTE lab occupant	
Net assignable square feet of lab space per lab occupant (headcount)	

## Space Management: Lab Space (continued)

Metric Category	Metric
<b>Efficiency (continued)</b>	Net assignable square feet of lab space per principal investigator
	Lab utilization at prime time
	Lab Utilization at non-prime hours
	Lab Utilization by day
	Lab utilization by term
	Seat utilization at prime time
	Seat Utilization at non-prime hours
	Seat Utilization by day
	Seat utilization by term
<b>Effectiveness</b>	Hours conducting lab space audits
	Hours to prepare lab space allocations annually
	Number of outstanding requests for lab space
	Number of unassigned laboratories by square footage range
	Research revenue per square foot
	Total assigned lab space in square feet per project staff by principal investigator
	Cost per classroom square foot per year: <ul style="list-style-type: none"> <li>a. Actual cost</li> <li>b. Recovered cost from colleges</li> <li>c. Cost per classroom student per seat per year</li> </ul>



# Space Management: Office Space

Metric Category	Metric
<b>Size and Scale of Operations</b>	Net assignable square feet of office space
	Percentage of office space for administrative staff
	Percentage of office space by field
	Percentage of office space by work station type
	Total number of offices
	Total number of shared offices
	Total number of private offices
	Total number of offices by square footage range
	Total occupied office space square feet
	Total unoccupied office space square feet
	Total occupied offices
	Total unoccupied offices
	Total number of conference rooms
<b>Efficiency</b>	Percentage of offices assigned
	Percentage of office square feet assigned
	Percentage of cubicles assigned
	Office space square foot per FTE
	Faculty office space square feet per faculty
<b>Effectiveness</b>	Hours of time conducting office space audits
	Hours of time to prepare office space allocations annually
	Number of outstanding requests for office space
	Number of unassigned offices, by square footage range

# Technology Transfer

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Metric Category	Metric
<b>Size and Scale of Operations</b>	Number of invention disclosures received
	Number of license/option agreements executed
	Number of license/option agreements that generated income
	Total license/option agreement income
	Total research expenditures supported by business and industry
<b>Efficiency</b>	Patent revenue per technology transfer FTE
<b>Effectiveness</b>	Invention disclosures per \$1M research expenditure
	License/option agreement income per dollar of net patent expenses
	Number of startups created around university technologies
	Number of U.S. patents issued
	Percentage of invention disclosures on which a patent application was filed
	Revenue from licensing
	Revenue from licensing per \$1M research expenditure



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The best  
practices are  
the ones that  
work for **you.**<sup>SM</sup>

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EAB

2445 M Street NW, Washington DC 20037  
P 202.266.6400 | F 202.266.5700 | [eab.com](http://eab.com)