

Institutional Research has been working with the Committee on Trustees and University Cabinet to develop a dashboard that will foster discussion and questions between Drew's Board of Trustees and the University administration. Like the dashboard of a car, this instrument is meant to depict key indicators of University performance, including the status of important new initiatives. In our discussions over the past several months, we have identified several guiding principles that inform this dashboard mock-up (which is draft #8):

1. A dashboard is primarily about the University's present and future, not its past. The Fact Book will continue to be the main source for recent historical information.
2. A dashboard includes only the most important indicators: The Committee on Trustees suggested "a dozen or so key items". So don't expect any dashboard to provide a comprehensive overview of the University! The Fact Book will continue to provide much more detail about the past and present.
3. A dashboard can be useful without being perfect. Indeed, we expect the items that are included on the dashboard to change over time.

This dashboard mock-up is very much in the spirit of the third principle. Many blanks remain to be filled in, and some of the indicators have yet to be chosen. Even so, there is enough substance to prepare Board members to see a completed dashboard at the October meeting/retreat. Here is the outline:

- For each of the College of Liberal Arts, the Theological School, and the Caspersen School:
 - Total enrollment
 - A measure of admissions activity (e.g., selectivity, yield)
 - A measure of student qualifications (e.g., grades, test scores)
 - A measure of student performance (e.g., retention, graduation)
 - Financial Contribution Ratio
- Continuing Education
 - Total Enrollment
 - Financial Contribution Ratio
- Finance
 - Operating margin
 - Expendable resources to debt
- Development and Alumnae/I Relations
 - Private giving
 - Participation Rates

Note that this is a "top-level" dashboard. It is easy to imagine an interactive version that allows viewers to drill down into more detail about various indicators. So, for example, the dean of each school might have his or her own dashboard, with several indicators about each academic program. Again, please refer to principle #3.

College of Liberal Arts

Total Enrollment (FTE)

Change from fall 2007 to fall 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, fall 2012	Medium-term goal, fall 2015	Comparative information
+87	1711				
Comparison group: tbd					
Total enrollment includes matriculated and non-matriculated students, including auditors. FTE is calculated as full-time plus one-third part-time headcounts.					

Admissions Yield

Change from fall 2007 to fall 2009	Actual yield, fall 2009	Target yield, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
-2%	13%				
Comparison group: tbd					
The fraction of admitted first-time college students who were enrolled at the end of the add-drop period.					

Secondary-School GPA Quartiles

Change from fall 2007 to fall 2009	GPA quartiles, fall 2009	Target, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
-0.13	2.95				
-0.11	3.28				
-0.07	3.64				
Comparison group: tbd					
The 25 th , 50 th , and 75 th percentile secondary-school GPAs for first-time college students enrolled in the College at the end of the add-drop period.					

First- to Second-year Retention Rate

Change from fall 2007 to fall 2009	Actual retention rate, fall 2009	Target yield, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
-2.2%	78.9%				
Comparison group: tbd					
The fraction of first-time college students from fall 2006 and fall 2008 who were still enrolled in the College at the end of the add-drop period of their second year.					

College: Financial Contribution Ratio

Change from FY 2008 to FY 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, fall 2012	Medium-term goal, fall 2015	Comparative information
-1.3%	144.7%				
Comparison group: tbd					
The contribution ratio is the quotient of revenues directly attributable to a school by expenses directly attributable to that school. The amount by which the contribution ratio exceeds one is an expression of the school's contribution toward University-wide expenses.					

Theological School

Total Enrollment (FTE)

Change from fall 2007 to fall 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, fall 2012	Medium-term goal, fall 2015	Comparative information
- 14	389				
Comparison group: tbd					
Total enrollment includes students in professional master's and doctoral programs, the Graduate Division of Religion, and non-matriculated students. FTE is calculated as full-time plus one-third part-time headcounts.					

Master of Divinity Admissions Selectivity

Change from fall 2007 to fall 2009	Actual enrollment, fall 2009	Target enrollment, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
+17%	73%				
Comparison group: tbd					
The fraction of applicants who were admitted to the M.Div. program.					

Master of Divinity College GPA

Change from fall 2007 to fall 2009	Actual GPA, fall 2009	Target, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
Comparison group: tbd					
This is not in the U Fact Book, but we will get it for the dashboard.					

Master of Divinity Graduation Rate

Change from spring 2007 to spring 2009	Actual graduation rate, spring 2009	Target graduation rate, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
Comparison group: tbd					
The fraction of M.A.T. students who entered in fall 2004 and fall 2006 and had earned the degree after three years. This is not in the U Fact Book, but we will get it for the dashboard.					

Theological School: Financial Contribution Ratio

Change from FY 2008 to FY 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, fall 2012	Medium-term goal, fall 2015	Comparative information
+4.9%	106.5%				
Comparison group: tbd					
The contribution ratio is the quotient of revenues directly attributable to a school by expenses directly attributable to that school. The amount by which the contribution ratio exceeds one is an expression of the school's contribution toward University –wide expenses.					

Caspersen School of Graduate Studies

Total Enrollment (FTE)

Change from fall 2007 to fall 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, fall 2012	Medium-term goal, fall 2015	Comparative information
0	215				
Comparison group: tbd					
Total enrollment includes students in Arts and Letters, Medical Humanities, Master of Arts in Teaching, Master of Fine Arts in Poetry, master's and doctoral programs, and non-matriculated students. FTE is calculated as full-time plus one-third part-time headcounts.					

Master of Arts in Teaching Enrollment (FTE)

Change from fall 2008 to fall 2009	Actual enrollment, fall 2009	Target enrollment, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
+9	23				
Comparison group: tbd					
The number of M.A.T. students enrolled, measured at the end of the add-drop period. FTE is calculated as full-time plus one-third part-time headcounts.					

Mean College GPA for Ph.D. students in History and Culture

	Actual GPA, fall 2010	Target, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
	X				
Comparison group: tbd					
The first cohort of History and Culture Ph.D. students starts in fall 2010.					

Master of Arts in Teaching Graduation Rate

	Actual graduation rate, fall 2009	Target graduation rate, fall 2009	Near-term goal, Fall 2011	Medium-term goal, fall 2014	Comparative information
	93%				
Comparison group: tbd					
The fraction of M.A.T. students who entered in fall 2008 and had earned the degree after one year.					

Caspersen School: Financial Contribution Ratio

Change from FY 2008 to FY 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, fall 2012	Medium-term goal, fall 2015	Comparative information
+0.9%	119%				
Comparison group: tbd					
The contribution ratio is the quotient of revenues directly attributable to a school by expenses directly attributable to that school. The amount by which the contribution ratio exceeds one is an expression of the school's contribution toward University –wide expenses. The CSGS contribution ratio does not include revenues and expenses for Centers.					

Continuing Education

Total Enrollment

This information will be included in October 2010.

Financial Contribution Ratio

Change from FY 2008 to FY 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, fall 2012	Medium-term goal, fall 2015	Comparative information
+11.7%	323.7%				
Comparison group: tbd					
The contribution ratio is the quotient of revenues directly attributable to a school by expenses directly attributable to that school. The amount by which the contribution ratio exceeds one is an expression of the school's contribution toward University –wide expenses.					

Finance

Operating margin

Change from FY 2004 to FY 2008	Actual value, FY 2008	Target value, FY 2008	Near-term goal, FY 2011	Medium-term goal, FY 2014	Comparative information
– 1.6%	– 2.9%			positive	4.5
Comparison group: Moody's A-rated institutions with enrollment under 3,000					
Operating Margin is the amount by which unrestricted revenues exceed expenses, expressed as a fraction of revenues. A negative margin represents an operating deficit.					

Expendable resources to debt

Change from FY 2004 to FY 2008	Actual value, FY 2008	Target value, FY 2008	Near-term goal, FY 2011	Medium-term goal, FY 2014	Comparative information
– 0.38	2.11		At least 1		2.5
Comparison group: Moody's A-rated institutions with enrollment under 3,000					
Expendable resources to debt is the quotient of unrestricted and temporarily restricted financial assets by the amount of debt. It measures how many times outstanding debt could be repaid from financial assets whose use is not permanently restricted (endowment).					

Development and Alumni Relations

Total giving

Change from FY 2005 to FY 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, FY 2012	Medium-term goal, FY 2015	Comparative information
– \$1,725 K	\$6,419 K				
Comparison group: tbd					
Total giving includes all gifts to the University. Gifts to the Annual Fund ranged between \$2.0 and \$2.1 million for each of the past five fiscal years.					

Participation Rate: College Alumni

Change from FY 2005 to FY 2009	Actual value, FY 2009	Target value, FY 2009	Near-term goal, FY 2012	Medium-term goal, FY 2015	Comparative information
– 20%	26%				
Comparison group: tbd					
Participation rate is the fraction of alumni on roll who made a donation to the University. The VP for Advancement is considering different items for the October dashboard (refer again to principle #3).					