



Key Performance Indicators Compendium

Key Performance Indicators Compendium

In response to a common question received by the Roundtable—“what are other colleges measuring?”—we have compiled a Key Performance Indicators Compendium, a collection of metrics utilized for internal assessment reporting. This compendium reflects analysis of more than 75 dashboards and operational reports.

A key insight obtained through this exercise was that most colleges track metrics related to size and scale of operations, but few focus on metrics related to efficiency and effectiveness. Therefore, we have aspired to include efficiency and effectiveness indicators for each functional area.

Accounts Payable

Metric Category	Metric
Size and Scale of Operations	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)
Efficiency	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	
Effectiveness	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
Size and Scale of Operations	Number of first-time freshman and transfers applying as first choice and not admitted
	Number of first-time undergraduate (and transfer) admission applicants
	Number of first-time undergraduate (and transfer) students admitted
	Number of students wait-listed
Efficiency	Marketing cost per state resident
	Number of applications processed per admissions FTE
	Staff time per application
Effectiveness	Acceptance rate by degree
	ACT/SAT scores, entering freshman
	Entering freshman GPA on high school core courses
	Freshman applicant acceptance rate
	Graduate student admissions scores
	Market share among area high school students
	Number of Facebook page fans
	Number of first-time visitors to college website
	Number of media impressions per year
	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 recalling specified institution brand aspects
	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- to 34-year-olds
	Total number of inquiries (website, phone, etc.)
	Total views of institutional YouTube videos

Auxiliary Services: Bookstore

Metric Category	Metric
Size and Scale of Operations	Current bookstore 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
Efficiency	Bookstore floor space per dollar of revenue generated
	Gross revenue per bookstore FTE
	Number of students served per bookstore FTE
Effectiveness	Gross margin, new textbooks
	Gross margin, used textbooks

Auxiliary Services: Mail Services

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

Auxiliary Services: Parking and Vehicle Services

Metric Category	Metric
Size and Scale of Operations	Average number of attendees for campus events by type
	a. Alumni events
	b. Athletic events
	c. Student life events
	d. Other
	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	

Auxiliary Services: Parking and Vehicle Services (continued)

Metric Category	Metric
Size and Scale of Operations (continued)	Number of parking enforcement 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	
Efficiency	Cost per shuttle
	Number of annual citations per enforcement FTE
	Parking cost per staff FTE
Effectiveness	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

Development

Metric Category	Metric
Size and Scale of Operations	Alumni association memberships
	Number of alumni association events
	Number of regional alumni groups
	a. In United States
	b. Outside United States
	Number of stewardship events for high-profile donors
Efficiency	Annual giving and pledges per development FTE
	Annual giving and pledges per state-appropriated dollar
	Annual giving and pledges per student FTE
	Average number of prospects per major gift officer
	Development office expenditures per gift
Effectiveness	Annual giving percentage (number of gifts divided by number of living alumni)
	Average annual gift size
	Average number of attendees at alumni association events
	Board member donations (as a percentage of total gifts)
	Number of gifts and pledges exceeding \$100,000
	Number of opportunities where development used board members or knowledge experts as a resource
	Percentage of alumni attending alumni association events
	Percentage of alumni donating within 10 years of graduation
	Percentage of alumni indicating "pretty satisfied" or better with overall university experience
	Number of alumni members on university-sponsored social networking pages
	Percentage of alumni participating in annual giving
	Percentage of board members providing donations

Facilities

Metric Category	Metric
Size and Scale of Operations	Annual capital renewal expenditures
	Annual capital renewal and renovation/modernization expenditures as a percentage of current replacement value
	Annual facilities expenditures
	Annual utilities expenditures
	Current replacement value (total amount of expenditures 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 expenditures to current replacement value)
	Net assignable square feet of space in use
	Number of acres maintained
	Number of custodial employees
	Number of grounds employees
	Number of keys issued to employees per year
	Number of new buildings
	Percentage of facilities projects represented by architecture and engineering design costs
	Percentage of operating budget dedicated to repairs and maintenance
	Total amount spent to replace, repair, or purchase equipment
Value of capital assets	
Efficiency	Annual expenditures for repair and maintenance per gross square foot
	Average cycle time (in hours) of past closed work orders
	Facility operating gross square foot index (ratio of annual facility maintenance operating expenditures to gross square feet of institution)
	Number of staff hours required for completing open work orders
	Percentage of existing buildings in use
	Time spent addressing work orders as a percentage of total available facilities staff time

Facilities (continued)

Metric Category	Metric
Effectiveness	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
	Number of "redo" calls for service
	Percentage of campus facilities classified as handicapped accessible
	Percentage of facilities management staff advanced/promoted
	Percentage of facilities management staff retained from prior year
	Percentage of facilities management staff who attained certification, license, degree, or formal professional designation
	Percentage of facilities management staff who attended conferences, development, or training programs within prior year
	Percentage of facilities passing area inspections by facilities staff
	Percentage of facilities projects that stay within budget
	Percentage of late room or building event setups
	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
	Proactive service request hours as a percentage of total maintenance hours

Finance

Metric Category	Metric
Size and Scale of Operations	General fund balance as percentage of revenue
	Net operating income
	Number of active general ledger accounts
	Number of bills issued
	Number of cost transfers
	Number of forced encumbrances
	Number of tax domains for tax filing/reporting
	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	
Percentage of tuition fees paid by each available method (i.e., online, in-person, via mail)	
State appropriations for operations per student FTE	
State capital appropriations per student FTE	
Total accounts receivable	

Finance (continued)

Metric Category	Metric
Efficiency	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 months to produce university annual report
	Percentage of revenue or operating budget that is attributed to finance 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
	Twelve-month average of number of days to set up a new award
	Effectiveness
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	
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	
Return on 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	

Financial Aid

Metric Category	Metric
Size and Scale of Operations	Number of financial aid applications processed
	Percentage of allocated work-study dollars expended
	Percentage of graduate students with stipends
Efficiency	Average time to convert financial aid application to student financial award
	Ratio of financial aid staff to total award dollars
Effectiveness	Average financial need and award for financial aid recipients
	Average student debt at graduation
	Number of distinguished scholarship recipients
	Percentage of financial aid disbursements done via direct deposit
	Percentage of loan defaults
	Percentage of students receiving financial aid
	Ratio of median debt to median income of graduates

Foundation

Metric Category	Metric
Size and Scale of Operations	Number of endowed chairs
	Total endowment market value
Efficiency	Total endowment per foundation FTE
	Total annual expenditures as percentage of endowment assets
	Endowment management cost as percentage of endowment assets
Effectiveness	Endowment assets per state-appropriated dollar
	Endowment assets per student FTE
	Total endowment per student FTE

Human Resources

Metric Category	Metric
Size and Scale of Operations	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
	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 employee issues handled (such as discipline, corrective action, workplace violence, fitness for duty)
	Number of employment advertisements in place
	Number of employment applications processed
	Number of equal opportunity issues handled
	Number of first-level grievance hearings
	Number of full-time, tenure-tenure track faculty
	Number of grievances in process
	Number of new workers' compensation claims
	Number of open workers' compensation claims
	Number of paid administrative leaves
Number of positions filled	
Number of positions vacated	
Percentage of faculty tenured	
Percentage of faculty with terminal degree	
Total number of probationary employees	

Human Resources (continued)

Metric Category	Metric
Efficiency	Average number of days from receipt of resumes to turnover of applications to departments
	Average number of days to fill a position
	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
	Response time to leave inquiries
	Staff-to-faculty ratio
	Total amount spent on vacancy recruitment
	Total human resources cost per employee
	Travel expense vouchers reimbursed within five days of receipt
Effectiveness	Annual benefits paid for terminated employees not successfully removed from payroll
	Human resources information management data error rate
	Number of evaluators receiving training on performance evaluations
	Number of faculty trained on sexual harassment
	Number of outstanding I-9's
	Number of workdays lost due to work-related injury, medical impairment
	Percentage of staff with active employee development plans
	Faculty participation rate in faculty development programs
	Total human resources training attendance
	Workforce retention rate
	Workforce satisfaction index

Information Technology

Metric Category	Metric
Size and Scale of Operations	Annual cost of hardware and maintenance
	Annual cost of software and installation/updating
	Average monthly technical tickets
	Number of applications supported
	Number of buildings connected to fiber-optic backbone
	Number of classrooms connected to fiber-optic backbone
	Number of computers connected to fiber-optic backbone
	Number of e-mail servers
	Number of help desks
	Number of microcomputers available for student use
	Number of pages on university website
	Number of person-assisted calls from main campus number
	Number of process reviews completed
	Number of software download attempts
	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
	Percentage of IT resources outside central IT
	Total monthly incoming technical help calls
	Total number of computers three years or older
Total number of UNIX IDs	
Efficiency	Average hours worked annually per technician
	Average technical ticket resolution time
	Average technician turnaround time for project quotes
	Average time to restore failed hard drives
	Number of spam e-mails and viruses captured per staff
	Number of tickets resolved per technician
	Overall technology cost per employee
	Percentage of defined projects completed on time
	Percentage of defined projects completed within budget
	Percentage of issues addressed with service alerts
	Percentage of revenue/operating budget dedicated to technology costs

Information Technology (continued)

Metric Category	Metric
Effectiveness	Number of hours web servers unavailable
	Number of hours e-mail unavailable
	Number of hours Internet unavailable
	Number of hours print servers unavailable
	Number of times computing environment compromised by viruses
	Open cases by business unit
	Open cases by system
	Open technical tickets
	Percentage of buildings with full wireless access
	Percentage of IT equipment under service contract
	Percentage of malicious web traffic attempts blocked
	Percentage of software in compliance with federal, state, and university system regulations
	Percentage of software within most current two versions available
	Percentage of workstations and equipment replaced within life cycle, by type
	Unplanned system downtime as percentage of total operating time

International Affairs

Metric Category	Metric
Size and Scale of Operations	Number of faculty engaged in international research activities
	Number of faculty projects providing service to foreign nations
	Number of international faculty
	Number of international students
Efficiency	Percentage of faculty engaged in international research activities
	Percentage of faculty projects providing service to foreign nations
Effectiveness	Percentage of students participating in international or study abroad programs

Library Services

Metric Category	Metric
Size and Scale of Operations	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
Efficiency	Library budget as a percentage of university's operating budget
Effectiveness	Number of library books per student FTE

Payroll

Metric Category	Metric
Size and Scale of Operations	Total number of employees
	Total payroll value
Efficiency	Cost per employee paid
	Hours per annum to manually process changes to employee salary, withholding, deductions, etc.
	Hours per annum to process student and non-exempt paper timesheets
	Number of employees paid per human resources FTE
	Number of timesheets processed per payroll period
Effectiveness	Number of accurate payroll warrants per cutoff date
	Number of timesheet errors per cycle
	Payroll error rate

Procurement

Metric Category	Metric
Size and Scale of Operations	Number of certified buyers within university
	Number of departments with a p-card
	Number of master pricing agreements
	Number of new system-wide contracts
	Number of p-card transactions
	Number of procurement staff
	Number of procurement transactions
	Number of small-dollar purchase transactions
	Total money expended on small business and/or disabled veterans business enterprises vendor outreach
	Total number of procurement deliveries
	Total value of blanket orders
Efficiency	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
	Percentage of invoices paid within 10 business days

Procurement (continued)

Metric Category	Metric
Effectiveness	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 e-procurement enabled suppliers
	Number of hours spent in training for all procurement staff
	Number of individual users trained in procurement processes
	Number of information and education sessions offered to staff per year
	Number of late deliveries
	Number of low-value procurement orders processed manually (excludes p-card purchases)
	Number of negotiation sessions attended by junior buyers
	Number of procurement professional development sessions per year
	Number of re-deliveries
	Number of small business and/or disabled veterans 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 percent of total requests processed
	Percentage of purchase orders and invoices that include item-level details
	Percentage of requisitions requested online
	Percentage of spend with top 20 percent 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

Registrar

Metric Category	Metric
Size and Scale of Operations	Degrees awarded by discipline
Efficiency	Average turnaround time on transcript requests
	Number of students served per registrar FTE
	Time required per new student registration
Effectiveness	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 Activity

Metric Category	Metric
Size and Scale of Operations	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 tenured/tenure track faculty
	Total federally funded research expenditures
	Total R&D expenditures
	Total R&D expenditures per tenured/tenure-track faculty
Efficiency	External research dollars per faculty FTE
	Federal R&D expenditures per tenured/tenure-track faculty
	Grants and contracts expenditures per state-appropriated dollar
	Grants and contracts expenditures per tenured/tenure-track faculty
Effectiveness	First-pass yield on proposals
	NSF research and development rating
	Percentage of faculty and academic professionals receiving extramural support for research activity

Research Administration

Metric Category	Metric
Size and Scale of Operations	Number of cost transfers
Efficiency	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)
Effectiveness	Number of delays in award setups
	Number of research compliance errors

Space Management and Utilization: Classroom Space

Metric Category	Metric
Size and Scale of Operations	Average course capacity
	Average daily hours demanded
	Average daily hours supplied
	Average room capacity
	Average section capacity
	Enrolled class count
	Net assignable square feet of classroom space
	Number of classrooms
	Number of classrooms renovated per year
	Number of courses offered
	Number of sections offered
	Number of space programming/planning/design projects completed
	Percentage of classrooms with video-data projection capability
	Percentage of courses dropped
	Registered class count
	Room count
	Student count
	Total net assignable square feet involved in programming/planning/design projects

Space Management and Utilization: Classroom Space (continued)

Metric Category	Metric	
Efficiency	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	
	Classroom hotline call by time to resolution: <ul style="list-style-type: none"> a. No resolution b. Referred to other c. Solved immediately d. Solved within 2.5 days 	
	Cost per classroom square foot per year <ul style="list-style-type: none"> a. Actual cost b. Required cost c. Cost per classroom student per seat per year 	
	Cost per student per year	
	Cost per classroom per year	
	Utilization by clock hour (8 a.m.–4 p.m.)	
	Utilization by day	
	Effectiveness	Accuracy of scheduling input by department
		Number of unplaced courses at start of registration
Percent course utilization		
Percentage of classrooms inspected		
Percentage of classrooms meeting established university's central classroom standards by category: <ul style="list-style-type: none"> 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		
Percentage section utilization		

Space Management and Utilization: Laboratory Space

Metric Category	Metric
Size and Scale of Operations	Average room area by room type, department, and building
	Gross square feet of laboratory space
	Net assignable square feet of laboratory space
	Net assignable square feet of laboratory space per FTE lab occupant
	Net assignable square feet of laboratory space per person
	Net assignable square feet of laboratory space per principal investigator
	Net assignable square feet of laboratory space by rank or position
	Net assignable square feet per person per research dollar
	Number of lab rooms by type
	Number of lab seats per sciences student
	Number of laboratories
	Number of laboratory benches
	Percentage of lab space by purpose a. Open b. Research c. Teaching
	Percentage of lab space, by field
	Total number of laboratories by square footage range
Efficiency	Linear feet of laboratory bench per principal investigator
	Median research expenditures per net assignable square foot, by laboratory
	Percentage of laboratories assigned
	Research expenditures per net assignable square foot
	Total amount of indirect cost support per net assignable square foot of laboratory space
	Total externally sponsored research expenditures per square foot
	Total research expenditures (regardless of funding source) per square foot
Effectiveness	Hours of time conducting laboratory space audits
	Hours of time to prepare laboratory space allocations annually
	Number of outstanding requests for laboratory space
	Number of unassigned laboratories by square footage range
	Research revenue per square foot
	Total assigned laboratory space in square feet per project staff by principal investigator

Space Management and Utilization: Office Space

Metric Category	Metric
Size and Scale of Operations	Net assignable square feet of office space
	Number of faculty
	Percentage of office space, by field
	Total number of offices
	Total number of offices, by square footage range
	Total occupied office space in square feet
	Total unutilized office space in square feet
Efficiency	Indirect cost recovery per square foot
	Percentage of offices assigned
	Total amount of indirect cost support per net assignable square foot of office space
Effectiveness	Hours conducting office space audits
	Hours to prepare office space allocations annually
	Number of outstanding requests for office space
	Number of unassigned offices, by square footage range

Student Life

Metric Category	Metric
Size and Scale of Operations	Percentage of beds filled
	Number of beds:
	a. In apartments
	b. In residence halls
	c. In suites
	d. Privately managed
	Number of judicial officers
	Number of resident advisors
	Number of residents
	Number of residents by meal plan
	Number of student judicial board cases
	Number of students in hall council positions
	Number of students on housing wait-list
	Student attendance at events, by type
Student programming budget	
Efficiency	Number of support staff per student
	Student programming budget per student
Effectiveness	Number of faculty participating in residence hall programming
	Number of freshmen participating in first-year experience programs

Student Support Services

Metric Category	Metric
Size and Scale of Operations	Number of internships
Efficiency	Number of cases handled by student affairs FTE
Effectiveness	Percentage of first-year student population who received advisement
	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
	Average overall satisfaction rating for career counseling services
	Employer satisfaction with graduates (survey-based)
	Number of career counseling sessions
	Number of students served by career center
	Number of students targeted for a job or career fair
	Percentage of alumni reporting being employed four months after graduation
	Percentage of alumni reporting further education/internship as their principal activity four months after graduation
	Percentage of alumni who are voluntarily unemployed four months after graduation
	Percentage of students served by career center
	Retention rate of students receiving student support services

Sustainability

Metric Category	Metric
Size and Scale of Operations	Energy consumption (BTUs)
Efficiency	Energy consumption per gross square foot
Effectiveness	Annual expenditures on items intended to increase energy efficiency
	Energy investment index (percentage of annual expenditure for energy conservation and efficiency efforts as compared to total annual energy expenditures)

Technology Transfer

Metric Category	Metric
Size and Scale of Operations	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
Efficiency	Patent revenue per technology transfer FTE
Effectiveness	Invention disclosures per \$1 million 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 \$1 million research expenditure