Inventory of Suggested Non-Teaching Unit Assessment Measures

Finance and Administration:
Quantitative Measures:
• Business plan surplus or deficit
• Endowment growth/shrinkage
• Bond Rating
• Financial Ratios:
  - Operating Margin
  - Operating Margin excluding Gifts
  - Operating Cash Flow Margin
  - Direct Debt Service Coverage
  - Return on Financial Resources
• Contribution Ratios:
  - Tuition and Auxiliary Income as a % of Revenue
  - Investment Income as a % of Revenue
  - Gifts as a % of Revenue
  - Grants & Contracts as a % of Revenue
  - State Appropriations as a % of Revenue
  - Liquidity Ratio
• Select Financial Trends:
  - Administrative Costs (Institutional Support Services)
  - General Administrative Costs
  - General Institutional Services Costs
  - Maintenance & Operations Costs
  - Indirect Cost Recovery Ratios

Financial Responsibility Standards:
• Primary Reserve
• Equity Ratio
• Net Income Ratio
• Composite Score

Admissions:
Quantitative Measures:
• Number of inquiries, applications, interviews, and confirmations by program
• Inquiries, applications, interviews, and confirmations vs. enrollment management goals
• Acceptance rates by program
• Yield rates by program
• Student diversity
• Open House attendance and contribution of marketing efforts
• Costs related to the admissions process

Qualitative Measures:
• Applicant satisfaction surveys
• Admissions Process Satisfaction
- Usage of online application tracking/status tools
- Perceived access to and helpfulness of the Admissions staff

**Registrar:**
Quantitative Measures:
- Time to issuance of transcripts
- Time to issuance of grades
- Time to issuance of academic status letters
- Time required to complete the registration process
- Time involved with adding/dropping classes
- Time required for leave of absence
- Time required for withdrawal validations
- Incidents of (Family Educational Rights & Privacy Act (FERPA) noncompliance
- Incidents of incorrect status reporting

Qualitative Measures:
- Student satisfaction with the availability of courses
- Student satisfaction with registration procedures

**Financial Aid:**
Quantitative Measures:
- Number of applications processed
- Time from application receipt to disbursement
- Scholarship dollars awarded
- Number of students working for pay on campus
- Annual median student debt
- Staff-to-enrollment ratio
- A-133 audits

Qualitative Measures:
- Student satisfaction with financial aid services
- Perceived usefulness of financial counseling

**Bursar:**
Quantitative Measures:
- Receipts per academic term
- Percentage of errors on bills per academic term and/or academic year
- Outstanding student receivables by term (aging of accounts)
- Amount of student receivables written down/off

Qualitative Measures:
- Student satisfaction with billing and payment procedures
Alumni Relations and Development:
Quantitative Measures:
• Total voluntary support
• Number of unrestricted dollars raised vs. goals
• Number of restricted dollars raised vs. goals
• Number of alumni events and attendees
• Number of development events and attendees
• Cost per dollar raised

Qualitative Measures:
• Alumni and/or donor satisfaction surveys
• Donor participation in “cultivating” events
• Donor participation on development committees
• Awareness and perceived clarity of development mission statement(s)
• Student satisfaction with alumni services

Library:
Quantitative Measures:
• Library budget or expenditures
• Collection size
• Collection use
• Services delivered
• Staff-to-students ratio

Qualitative Measures:
• Student satisfaction with the library collection
• Student satisfaction with the library services
• Student satisfaction with the library facilities

Research and Sponsored Programs:
Quantitative Measures:
• Amount of extramural (contracts & grants) funding (and by category: federal, state, city, and private)
• Amount of internal funding
• Scores on peer reviewed research grant applications
• Number of research publications, presentations, posters, intra-program and inter-institutional collaborations
• Number of students participating in research via formal course registrations
• Number (proportion) of faculty involved in research and scholarly activity
• Number of students participating in research via volunteer efforts
• Number of square feet available for faculty research and related offices
• Number of regulatory submissions
• Number of favorable and unfavorable federal compliance reports
• A-133 audits
Qualitative Measures:

- Satisfaction surveys regarding research resources and opportunities
- Perceived satisfaction with regulatory review committee processes
- Perceived ease of access to research related forms and policies
- Faculty review of research dissertation quality
- Student demonstrations of scientific inquiry by designing, conducting, presenting, or interpreting research in their field of study

**Information Technology (IT) Services:**

**Quantitative Measures:**

- Number of security breaches
- Percentage of up time for each critical system
- Percentage of software of the latest version
- Percentage of software not at latest version upgraded during the academic year
- Number of help desk calls
- Response to help desk calls
- Number of computers, servers, switches upgraded
- Percentage of bandwidth utilized during peak periods
- Percentage of students using lecture capture and mean/standard deviation of time on system
- Number of software, workflow, wireless, bandwidth upgrades/modifications
- Number of late software, workflow upgrades/modifications
- Number and severity of audit findings
- Overall cost of operations by year and students served
- Number of hits and mean/standard deviation of time on site

**Qualitative Measures:**

- Student satisfaction with campus computers in general
- Student satisfaction with computer lab hours
- Student satisfaction with lab availability
- Student satisfaction with computer availability
- Student satisfaction with wireless Internet availability
- Student satisfaction with academic system availability
- Student satisfaction with off campus access to technology services e.g. the Help Desk
- Frequency of College-related technology use

**Student Affairs:**

**Quantitative Measures:**

- Proportion of admitted students asking questions about orientation information
- Proportion of students accessing Student Affairs offices for:
  1) All purposes
  2) Student activities
  3) Personal Counseling
  4) Career services/mentorships
  5) Community service
- Number of complaints about an absence of professionalism
Qualitative Measures:
- Exit survey of graduating seniors
- Perceived accessibility to administration
- Student satisfaction with career planning and placement
- Student satisfaction with student participation on key committees
- Student satisfaction with personal counseling
- Student participation in student activities
- Student participation in internships
- Student volunteer work
- Student satisfaction with the overall social experience
- Student satisfaction with athletic facilities
- Student satisfaction with intramural athletic offerings
- Student satisfaction with student health services
- Student satisfaction with child care services
- Student satisfaction with services for students with disabilities
- Student satisfaction with services for international students
- Student satisfaction with services for veteran students
- Student satisfaction with the women’s center
- Student satisfaction with student organizations
- Student satisfaction with the cafeteria/food services
- Student satisfaction with the leadership development program

**Human Resources:**

Quantitative Measures:
- Longevity of employees by years
- Costs of benefits by benefit type (health care, retirement, vacation, tuition remission, life insurance)
- Median time to fill open positions by job category and in total
- Number of internally- and externally-filed grievances and complaints
- Number of employees accessing special services
- Number of outreach sessions: harassment and diversity training, benefits fairs, retirement fairs, wellness events, employee appreciation events
- Median salary for each job category compared to peer group
- Number of upward salary adjustments made after market comparisons
- Number of career ladders defined by job categories
- Number of performance management evaluations with overall ratings of meets or exceeds expectations
- Number of promotions by job category
- Percent employee turnover by year

Qualitative Measures:
- Employee satisfaction with staff, benefits, hiring practices, training sessions, outreach sessions, employee appreciation events
**Academic Standards & Evaluation:**
Quantitative Measures:
- Number of students served
- Mean wait time for appointments

Qualitative Measures:
- Student expectations concerning adequate academic advisement
- Student satisfaction with academic advising
- Student satisfaction with online advisement (e.g., DegreeWorks)
- Student evaluation of academic advising

**Public Safety:**
Quantitative Measures:
- U.S. Department of Education crime statistics (CLERY reports)
- State crime statistics
- Safety-related activities (fire drills, student and employee orientations, etc.)
- Expenditures for security-related agendas: lighting, emergency phones, signs, sprinklers, etc.

Qualitative Measures:
- Student satisfaction with campus security
- Perception of security staff responsiveness

**Campus Planning & Facilities:**
Quantitative Measures:
- Size of capital budget
- Percentage of capital projects completed on time and on budget
- Comparison of electricity and fuel usage and cost by academic year
- Cost of deferred maintenance projects
- Cleaning budgets
- Square footage of additional facilities completed in the academic year
- Days to completion of maintenance requests

Qualitative Measures:
- Student satisfaction with the condition of buildings and grounds
- Cleanliness satisfaction surveys
- Housekeeping staff interactions surveys
- Temperature satisfaction surveys
- Maintenance request satisfaction surveys
- Facilities rating surveys
**Media Relations:**
Quantitative Measures:
- Number of clicks from online ads to the homepage during the academic year
- Comparisons of inquiries and applications
- Google Analytics data on the website
- Number of clips/media hits

Qualitative Measures:
- Student survey on how they learned about the college/what advertising they had seen
- Review of marketing materials to assure representation of diverse populations
- Evaluation of new outlets for cost/impact

**Performing Arts Center:**
Quantitative Measures:
- Number of productions
- Number of tickets sold (total and for each production)
- Attendance as a % of capacity (total and for each production)
- Financial data
- Development data (funding from corporations, trusts, foundations, individuals, etc.)
- Number of news stories on productions/the Performing Arts Center

Qualitative Measures:
- Students who attended an art exhibit, play, dance, music, theatre or other performance

**Sources:**
2. CUNY Student Experience Surveys
3. National Survey of Student Engagement (NSSE)
4. CUNY Performance Management Process (PMP)
5. Lehman College Data Book
6. The Royal National Theatre’s 2009-10 Annual Report