

President's Council (August 2010)

Data Warehousing - Business Intelligence Initiative

**Tennessee State University
Tennessee Board of Regents**

The following pages contain an inventory of the KPIs (along with their descriptions) that are being created in the SunGard Higher Education ODS/EDW as a result of the Deloitte consulting engagement.

Inventory of KPIs

| Metric Category | Metric ID | Metric Name | Metric Description | Calculation | Unit of Measure | Source/KPI Document | Dimensions | Frequency | Related Objective |
|--|-----------|--|---|---|-----------------|--------------------------------------|---|-----------|--|
| Admissions | A1 | Freshmen acceptance rate | Measures the percentage of applicants that are accepted | # of freshman accepted/Total # of undergraduate applications | % | Best Practice Analysis (G) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | Goal is to add 3,000 students to the current population by the year 2015 |
| Admissions | A10 | Mean transfer GPA | The mean grade point average of fall new transfer students | The mean grade point average of fall new transfer students | # | Best Practice Analysis (I) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | |
| Admissions | A11 | Total Inquires | Total number of students inquiring about admission | Sum of applicants inquiring about admission | \$ | University Report | Gender, Origin, Method (e.g. email, visits, letters, conference sign ups, etc) | Annually | |
| Admissions | A12 | Yield percentage of applications/inquiries | Yield percentage applications/inquiries | Total \$ of students who apply/total # of inquiries | % | University Report | Gender, Origin | Annually | |
| Admissions | A13 | New masters GPA | Average GPA of fall new master's students | Average GPA of fall new master's students | # | Best Practice Analysis (I) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | |
| Admissions | A14 | Graduate school admission test scores | Measures the average graduate school admissions test scores | Sum of all test scores/# of students | Number | NACUBO toolkit | Gender, Race, Zip Code | Annually | |
| Admissions | A15 | Client satisfaction - Admissions | % of clients satisfied with admissions' assistance | # of clients satisfied/# of total clients | % | Interview | | Semester | |
| Admissions | A2 | Freshmen yield rate | Measures the ratio of freshmen acceptances to applications | Freshman acceptances/Total number of applications accepted | % | Best Practice Analysis (I) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | Goal is to add 3,000 students to the current population by the year 2015 |
| Admissions | A3 | Freshmen from top 25% of class | Measures the percent of freshmen from the top 25% of their high school class | # of freshmen in top 25% of class/Total number of freshmen | % | Best Practice Analysis (I) | Gender, Race, Zip Code | Annually | Admit and retain qualified and motivated students |
| Admissions | A4 | Number of applications | Number of applications | # of applications for degree programs | # | Best Practice Analysis (I) | Gender, Race, Zip Code, in-state vs. out of state, transfer, graduate, program | Annually | Goal is to add 3,000 students to the current population by the year 2015 |
| Admissions | A5 | Percentage of graduates admitted as unconditional admits | Measures the percentage of graduate students that were unconditional admits | unconditional Graduate admits/All graduate students admits | % | Academic Master Plan | Gender, Race, Program, Zip Code | Annually | Graduate student body profile will reflect at least 60% of graduate admits as unconditional admits |
| Admissions | A6 | Freshmen SAT | Measures the average SAT score of the new freshman class | Average SAT score for incoming freshman class | SAT scores | Best Practice Analysis (G) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | Admit and retain qualified and motivated students |
| Admissions | A7 | Freshmen ACT | Measures the average ACT score for the new freshman class | Average ACT score for incoming class | ACT scores | Best Practice Analysis (G) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | Admit and retain qualified and motivated students |
| Admissions | A8 | New freshmen high school GPA | Measures the average Grade Point Average for incoming freshmen class | Average high school GPA of graduating class | GPA | Best Practice Analysis (G) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | Admit and retain qualified and motivated students |
| Admissions | A9 | New doctoral GPA | Mean grade point average of fall doctoral students | Mean grade point average of fall doctoral students | # | Best Practice Analysis (I) | Gender, Race, Student Type (PT/FT), Zip Code | Annually | |
| Access to Education - Distance Education | AE1 | Online education enrollment | Measures the amount of students that are enrolled for online courses | # of students that are enrolled in online courses | Students | Academic Level, Academic Master Plan | Academic Level, Student type (FT, PT), Zip Code, Programs | Semester | Increase number of online classes by 10% per year during the cycle |
| Access to Education - Financial | AE10 | Room and Board | Measures the room and board cost | \$'s of room and board per student | \$ | NACUBO toolkit | Academic Level, Student Type (PT, FT), Gender, Race, Zip code, Program, type of aid | Semester | |
| Access to Education - Financial | AE11 | Client satisfaction - Financial Aid | % of clients satisfied with financial aid assistance | # of clients satisfied/# of total clients | % | Interview | | Semester | |
| Access to Education - Financial | AE12 | Client satisfaction - Bursar | % of clients satisfied with Bursar assistance | # of clients satisfied/# of total clients | % | Interview | | Semester | |
| Access to Education - Distance Education | AE13 | Distance education (e.g. satellite classes, video conference) enrollment | Measures the amount of students that are enrolled for distance education courses | # of students that are enrolled in distance education classes. | Students | Retreat discussion | Academic Level, Student Type (PT, FT), Race, Gender, Zip Code, Program | Semester | |
| Access to Education - Distance Education | AE14 | Distance education (e.g. satellite classes, video conference) classes | Measures the amount of online courses offered | # of distance education classes offered | Students | Retreat discussion | Academic Level, Student Type (PT, FT), Race, Gender, Zip Code, Program | Semester | |
| Access to Education - Financial | AE15 | % of students who receive financial aid support above threshold | Measures the % of students (with family income >= X) who receive up to x% in financial aid/ All Students with family income >=x | Students (with family income >= X) who receive up to x% in financial aid/ All Students with family income >=x | % | Retreat discussion | Academic level, Gender, Non Traditional Students, Student Type (FT, PT), Transfer Students, In-State, Out of State, Zip Code, Race, Program | Semester | |
| Access to Educational - Financial | AE16 | Average debt per student by academic level (e.g. freshman, soph, etc.) | Measures the average amount of debt that a student carries by academic level | Average amount of debt by student at academic level | \$ | Retreat discussion | Academic level, Gender, Non Traditional Students, Student Type (FT, PT), Transfer Students, In-State, Out of State, Zip Code, Race, Program | Annually | |
| Access to Educational - Financial | AE17 | Lottery Scholarship recipients | Measures the amount of lottery scholarship recipients | # of lottery scholarship recipients | # | Retreat discussion | Academic level, Gender, Non Traditional Students, Student Type (FT, PT), Transfer Students, In-State, Out of State, Zip Code, Race, Program | Annually | |
| Access to Educational - Financial | AE18 | Average Financial Aid for Out of State Students | Measures the average annual amount of financial aid that an Out of State Student receives | Average of each out of town student's annual financial aid | \$ | Retreat discussion | Academic Level, State, Gender | Annually | |

Inventory of KPIs

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|--|-----------|--|--|--|-----------------|--|---|-----------|--|
| Access to Education - Distance Education | AE2 | Online education classes | Measures the amount of online courses offered | # of online courses offered | classes | NACUBO, University 2005-2010 Strategic Plan | Academic Level, Student type (FT, PT), Zip Code, Programs | Semester | Increase number of online classes by 10% per year during the cycle |
| Access to Education - Distance Education | AE3 | Number of evening courses (offered during the week) and weekend students | Measures the amount of students that are enrolled for evening and weekends classes | # of students that are enrolled for evening classes - # of students enrolled in weekend classes | Students | NACUBO | Academic Level, Student Type (PT, FT), Gender, Race, Zip code, Program | Monthly | Increase total enrollment of students attending off-campus courses by 5% annually |
| Access to Education - Distance Education | AE4 | Classes offered off-campus | Percentage change in the number of classes offered off-campus | # of previously offered classes/# of currently offered classes | % | University 2005-2010 Strategic Plan | Academic Level, Student Type (PT, FT), Race, Gender, Zip Code, Program | Annually | Increase the number of classes offered at off-campus sites by 5% annually during the cycle |
| Access to Education - Financial | AE5 | Percent of students with financial aid | Measures the percent of students with financial aid | # of students that receive financial aid/ total # of students | % | NACUBO | Academic level, Gender, Non Traditional Students, Student Type (FT, PT), Transfer Students, In-State, Out of State, Zip Code, Race, Program | Semester | |
| Access to Education - Financial | AE6 | Total dollars of funding from financial aid | Measures the total dollars of funding for financial aid | \$ of funding for financial aid | \$ | NACUBO | Academic level, Gender, Non Traditional Students, Student Type (FT, PT), Transfer Students, In-State, Out of State, Zip Code, Race, Program | Semester | |
| Access to Education - Financial | AE7 | Student debt at graduation | Measures the average amount of student debt a graduating student has when graduating | Total student debt of graduating students/ Total number of graduating students | \$ | NACUBO | Gender, Race, Student Type (PT/FT), Zip Code (In-State vs. Out of State), Transfer Students | Semester | |
| Access to Education - Financial | AE8 | Total financial aid award per FTE | Measures the total financial aid awards FTE | \$'s of financial aid award/# of students FTE | \$ | NACUBO toolkit | Academic Level, Student Type (PT, FT), Gender, Race, Zip code, Program, type of aid | Semester | |
| Access to Education - Financial | AE9 | Student tuition | Measures the student tuition | Total tuition dollars/# of students FTE | \$ | NACUBO toolkit | Academic Level, Student Type (PT, FT), Gender, Race, Zip code, Program, Type of Aid, In-state, Out of State | Semester | |
| Athletics | AT1 | Graduation success rate (GSR) | Graduation rates at Division I institutions and includes students transferring into the institutions. The GSR also allows institutions to subtract student-athletes who leave their institutions prior to graduation as long as they would have been academically eligible to compete had they remained; Show GSR vs. Fed Rate | % of eligible students athletes who graduate | % | NCAA & Materials provided by Athletic Director | Team, Gender, Race | Annually | Increase the total number of athlete graduates compared to the national average |
| Athletics | AT10 | Recruitment of Blue Chip Athletes | This metric will measure the effectiveness of the recruitment of blue chip athletes | Measures the # of all-state/all-Americans signed annually | # | Retreat discussion | Team | Semester | |
| Athletics | AT11 | All Conference/ All Americans by team | Captures the amount of all conference and all Americans for each team | Captures the amount of all conference and all Americans for each team | # | Retreat discussion | Team | Semester | |
| Athletics | AT2 | Student athlete GPA | Student athlete GPA | GPA by student | GPA | Interview with Director | Team, Gender, Race, Academic Level | Semester | Increase academic progress of athletes |
| Athletics | AT3 | Total dollars raised | Number of dollars raised by coaches for teams (compare to historical data) | Total dollars raised per coach | \$'s | Interview with Director | Coach | Monthly | |
| Athletics | AT4 | Freshmen-cohort graduation rate ratio | Show graduation rate of all students vs. student athletes | Graduation rate of Athletes (5 year) vs. Graduation Non Athletes (5 years) | % | Materials provided by Athletic Director | Team, Gender, Race | Annually | |
| Athletics | AT5 | Freshmen cohort four-class average | Show four-class average of all students vs. student athletes | Total freshmen four class average/# of students | % | Materials provided by Athletic Director | Team, Gender, Race | Annually | |
| Athletics | AT6 | Number of attendees at life skills workshops | Attendance at life skills workshops | Sum of attendees by workshop | # | Interview with Director | Workshop, Coach, Team | Semester | Increase academic progress of athletes |
| Athletics | AT7 | Academic Performance Rate | Metric measures by team the rate of retention and eligibility of each student athlete by semester | Team Retention Rate and Team Eligibility Rate | % | Retreat discussion | Team | Semester | |
| Athletics | AT8 | Sponsorships Total and Total Dollar amount | Measures the amount of sponsorship dollars collected | Sponsorship # and Dollars | #, \$ | Retreat discussion | Team | Semester | |
| Athletics | AT9 | Incoming Athlete average ACT score | Measures the average ACT score for the new athlete freshman class | Average ACT score for incoming athletes by team | # | Retreat discussion | Team | Semester | |

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|--------------------|-----------|---|--|---|-----------------|--------------------------------------|--|-----------|-------------------|
| Business & Finance | B1 | Tuition revenue | Revenue from tuition | Total \$'s in tuition | \$ | Document provided by Dr. Burch-Simms | Term, Department, Academic Level, Course Section, Credit Hour, Program, In-State students, Out of State Students | Semester | |
| Business & Finance | B10 | Instructional expenses as percent of total expenditures | Measures total instructional expenses as percent of all expenditures | Total instructional expenses/total of all expenditures | % | NACUBO toolkit | Department | Annually | |
| Business & Finance | B11 | Tuition and fees or other revenues per student FTE | Measures total tuition, fees, or other revenue/student FTE | Total tuition, fees, or other revenue/student FTE | \$ | NACUBO toolkit | Department | Annually | |
| Business & Finance | B12 | Educational expenses per degrees granted | Measures educational expenses per degrees granted | Total educational expenses/# of degrees granted | \$ | NACUBO toolkit | Department | Annually | |
| Business & Finance | B13 | Outreach program funding | total outreach program funding | Sum of outreach program funding | \$ | NACUBO toolkit | | Annually | |
| Business & Finance | B14 | Total financial resources per student FTE | Total financial resources per student FTE | Total financial resources per student FTE | \$ | NACUBO toolkit | | Annually | |
| Business & Finance | B15 | Annual operating margin | Annual operating margin | Annual operating margin | % | NACUBO toolkit | | Annually | |
| Business & Finance | B16 | Total financial resources to debt | Total financial resources to debt | Total financial resources to debt | % | NACUBO toolkit | | Annually | |
| Business & Finance | B17 | Contract processing time | Average time to process a contract | Sum of time to process each contract/# of contracts | days | Interview | | Semester | |
| Business & Finance | B18 | Average time for PRs to make it through Purchasing | Average time for PRs to make it through purchasing | Sum of time for each PR to make it through purchasing/# of PRs | days | Interview | | Semester | |
| Business & Finance | B19 | Client satisfaction - Procurement | Client satisfaction with Procurement services | # of client's satisfied/Total # of clients responding | % | Interview | | Semester | |
| Business & Finance | B2 | Federal and state funding dollars | Total dollars received from Federal and State funding | Total \$'s in Federal and State funding spent. (Need to add awards data from Research dept) | \$ | Best Practice Analysis (I) | State, Federal, FTE | Annually | |
| Business & Finance | B20 | Client satisfaction - HR | Client satisfaction with HR services These areas should include: - hiring processes - reclassifications - transfers - other HR transactions | # of client's satisfied/Total # of clients responding | % | Interview | | Semester | |
| Business & Finance | B21 | Client satisfaction - Travel Services | Client satisfaction with Travel services - example could include travel/claim for travel to be processed - reimbursement check posted to the employee/traveler's account | # of client's satisfied/Total # of clients responding | % | Interview | | Semester | |
| Business & Finance | B22 | Client satisfaction - Accounts Payable | Client satisfaction with Accounts Payable | # of client's satisfied/Total # of clients responding | % | Interview | | Semester | |
| Business & Finance | B23 | O&M funding per FTE | Measures O&M funding per FTE | Sum of O&M funding/FTE | \$ | NACUBO toolkit | | Annually | |
| Business & Finance | B3 | Budget vs. actual | Comparing actual budget numbers to the annual forecasted budget | Actual/Budget | % | Interview | Department | monthly | |
| Business & Finance | B4 | Undergraduate in-state tuition and fees | Total undergraduate resident tuition and fees | Sum of undergraduate resident tuition and fees | \$ | Best Practice Analysis (G) | Instate, Out of State, | Annually | |
| Business & Finance | B5 | Revenue per faculty FTE | Total revenue/faculty FTE | Total revenue dollars/# of faculty FTE | \$ | NACUBO | Department | Annually | |
| Business & Finance | B6 | Graduate in-state tuition and fees | Total graduate resident tuition and fees | Sum of graduate resident tuition and fees | \$ | Retreat discussion | Instate, Out of State, | Annually | |
| Business & Finance | B7 | University's share of State's general fund | % of institution's funding vs. total | \$'s of University's funding/total funding provided by state | % | NACUBO | University | Annually | |
| Business & Finance | B8 | Tuition revenue to faculty cost by department | Revenue from tuition by number of faculty for each department | \$'s in tuition vs. # of faculty by department | \$ | NACUBO | Course Section, Academic Level | Semester | |
| Business & Finance | B9 | Instructional expenses per student FTE | Total instructional expenses/student FTE | Total instructional expenses/# of students FTE | \$ | NACUBO toolkit | Department | Annually | |
| CIT | C1 | Percentage of time IT systems are available for use by the University community | Percentage of time IT systems are available for use by the University community | # of hours IT systems are available for use by the University community/Total # of hours | % | University Report | System Type | Semester | |
| CIT | C10 | Client Services satisfaction - Other CIT services | % of clients satisfied with CIT services | # of satisfied clients/# of total client | % | Interview | | Semester | |

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|-----------------|-----------|---|---|--|-------------------|----------------------------|--|-----------|--|
| CIT | C2 | Number of 21st century classrooms and academic labs | Continue to establish twenty-first century classrooms and academic labs to integrate technology into the curriculum, and provide resources for faculty development-top notch facilities | Sum of 21st century classrooms and academic labs | # | CIT SLAs | Classroom Type, Lab Type, Campus | Semester | Increase the number of 21st century classrooms by 10% classrooms per year |
| CIT | C3 | Percentage of computer equipment in labs renewed/upgraded every three years | Percentage of computer equipment in labs renewed/upgraded every three years | # of computers in labs renewed or upgraded every three years/divided by total computers in labs | % | CIT SLAs | Hardware Categories, Campus | Annually | |
| CIT | C4 | Number of video conference centers | Number of video conference centers | Sum of video conference centers | # | CIT SLAs | Campus | Annually | |
| CIT | C5 | Business partnership statistics | # of business partnerships | Sum of business partnerships | # | NACUBO toolkit | | Annually | |
| CIT | C6 | Number of new labs approved by the Technology Vision Committee | Establish new labs approved by the Technology Vision Committee using TAF funds | Sum of new labs approved by the technology vision committee | # | CIT Strategic Plan | | Semester | |
| CIT | C7 | Number of security incidents in computing labs and technology classrooms | Measures security/access to all computing labs and technology classrooms | Sum of security incidents in computing labs and technology classrooms | # | CIT Strategic Plan | Type of incident | Semester | |
| CIT | C8 | Client Services satisfaction - Help Desk | % of clients satisfied with help desk assistance | # of satisfied clients/# of total client | % | Interview | | Semester | |
| CIT | C9 | Client Services satisfaction - Service Technicians | % of clients satisfied with service technicians' assistance | # of satisfied clients/# of total client | % | Interview | | Semester | |
| Development | D1 | Total alumni donation \$'s | Total alumni donation \$'s | Sum of all donation dollars | \$ | NACUBO/Interview | New Donors, Repeat Donors, Type of Gift | Quarterly | Increase the three year money average of gift income by 400% by fiscal year 2010 |
| Development | D10 | Average gift size | Average gift size | Sum of gifts/# of gifts | \$ | NACUBO/Interview | New Donors, Repeat Donors, Type of Gift | Annually | Increase the three year money average of gift income by 400% by fiscal year 2010 |
| Development | D11 | Alumni Surveys/Alumni satisfaction | Measures alumni's perception of University and their experience as an alumni | Alumni survey results | % | NACUBO | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education, Graduation Year | Annually | |
| Development | D12 | Number of publicity/outreach efforts | Number of publicity/outreach efforts | Sum of publicity/outreach efforts | # | NACUBO toolkit | | Quarterly | |
| Development | D13 | Citizen/legislator surveys | Measures the perception of the citizens and legislator | Survey results | % | NACUBO toolkit | Gender, race, age | Quarterly | |
| Development | D14 | Visits to close rate | Measures the effectiveness of the solicitor team by seeing how many visits it takes to close a gift | Average of # of total visits per gift by solicitor | visits | Retreat discussion | Prospect, Donor type | Quarterly | |
| Development | D15 | # of Prospects in each stage of the solicitation cycle | Measures the amount of prospects that fall into the different stages of the solicitation cycle | # of prospects in each stage | Prospects | Retreat discussion | Prospect, Donor type | Quarterly | |
| Development | D16 | Gift Amount by solicitation type | Measures the amount of gifts (\$ and amount) accrued by solicitation type. Solicitation type includes: staff campaign, faculty campaign, board of trustees, telephone, event, etc.) | Sum of the amount of gifts (\$ and amount) accrued by solicitation type | \$ and # of gifts | Retreat discussion | Prospect, Donor type | Quarterly | |
| Development | D17 | % of volunteer contribution by category | Measures the percentage breakdown by the volunteer contribution type. Contribution entities include: corporation, foundation, alumni, friends, etc.) | Volunteer Contribution Type/ All Volunteer Contributions (should include all types of contributions included in the denominator) | \$ and # of gifts | Retreat discussion | Prospect, Donor type | Quarterly | |
| Development | D18 | # of total of gifts-in-kind (non cash) | Measures the amount and gifts-in-kind | # of gifts-in-kind (non cash) | \$ and # of gifts | Retreat discussion | Prospect, Donor type | Quarterly | |
| Development | D2 | Total endowment | Dollars in endowment | Sum of endowment dollars | \$ | Best Practice Analysis (G) | Endowment type (e.g. state funds, title III, other finds/monies, etc.) | Quarterly | Increase the three year money average of gift income by 400% by fiscal year 2010 |
| Development | D3 | Contribution \$ by type | Dollars received from contribution types | Sum of contributions by type (e.g. private giving, etc.) | \$ | Best Practice Analysis (G) | Private gifts, corporate, etc. | Quarterly | Increase the three year money average of gift income by |
| Development | D4 | Percentage of locatable alumni | Alumni the university can locate | # of locatable alumni/# of total alumni | % | Interview | State, Federal | Quarterly | |
| Development | D5 | Dollars raised/development staff | Dollars raised/development staff | Sum of all donation dollars divided by # of development staff | \$ | Interview with Director | Staff | Quarterly | |
| Development | D6 | Number of alumni donors | Total # of alumni donors | Sum of unique alumni donors | # | NACUBO | Graduation Year, Location | Quarterly | Increase the three year moving average of alumni participation |
| Development | D7 | Rate of alumni participation in annual giving | Percentage of alumni donating annually | # of alumni who donated in current year/total # of alumni | % | NACUBO | Graduation Year, Location | Quarterly | |
| Development | D8 | Endowment balances/FT student | Total endowment/FT student | Sum of endowment balances/# of FT students | \$ | NACUBO | | Quarterly | rank in top ten HBCUS in market value of endowment |
| Development | D9 | Endowment yield | Dollars yielded from endowment | Total dollars yielded from endowment | \$ | NACUBO | Graduation Year | Quarterly | rank in top ten HBCUS in market value of endowment |

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| Metric Category | Metric ID | Metric Name | Metric Description | Calculation | Unit of Measure | Source/KPI Document | Dimensions | Frequency | Related Objective |
|-------------------|-----------|---|---|---|-----------------|----------------------------|--|-----------|---|
| Enrollment | E1 | Enrollment (headcount) | Captures the number of students enrolled at University | Full Time and Part Time Students that are enrolled at University | # | Best Practice Analysis (G) | Semester, Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Distance Education, Academic Level | Semester | Goal is to add 3,000 students to the current population by the year 2015 |
| Enrollment | E10 | Percentage of international students | Measures the amount of International students that make up the student body | # of international students/ total # of students | % | Best Practice Analysis (G) | Gender, Race, Student Type (e.g. Full Time, Part Time), Academic Level | Annually | Undergraduate student body profile should include international students enrolled in degree programs. |
| Enrollment | E11 | Total student body | Measures the total number of students that are enrolled at University by semester | Total # of full time students (regardless of year) at University by semester | # | Best Practice Analysis (G) | Gender, Race, Student Type (e.g. Full Time, Part Time), Academic Level, Instate vs. Out of State, Transfer | Semester | |
| Enrollment | E12 | New freshman with less than 30 hours of credit hours | Identify freshman class that has less than 30 credit hours earned during school year | # of freshman with less than 30 credit hours earned | # | Best Practice Analysis (G) | Gender, Race, Student Type (e.g. FT, PT) | Annually | |
| Enrollment | E13 | K-12 in-state students who enroll in higher education | Number of K-12 in-state students who enroll in higher education | Total number of K-12 in-state students who enroll in higher education | # | NACUBO toolkit | Gender, Race, Zip Code | Annually | |
| Enrollment | E14 | Number of state residents with college degrees | Number of state residents with college degrees | Sum of state residents with college degrees | # | NACUBO toolkit | Gender, race, age | Annually | |
| Enrollment | E15 | Proportion of transfer students who obtain over 2.5 GPA at institution to which they transfer | Percentage of transfer student who achieve over a 2.5 GPA | # of transfer students who achieve over a 2.5 GPA/total number of transfer students | % | NACUBO toolkit | Gender, Race, Zip Code, in-state vs. out of state, transfer, graduate, program, transfer institution | Annually | |
| Enrollment | E16 | STEM student enrollment | This metric will measure the amount of STEM (Science Technology Engineering and Mathematics) school students at each academic level | # of students classified as STEM students | # | Retreat discussion | Gender, Race, Zip Code, in-state vs. out of state, transfer, graduate, program, transfer institution | Semester | |
| Enrollment | E2 | Percentage of full time vs. part time graduate students | Measures the percentage split between full time and part time students | full time students or part-time students/ total graduate students | % | Academic Master Plan | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Distance Education | Annually | |
| Enrollment | E3 | Percentage of graduate to undergraduate students | Measures the percent split between graduate and undergraduate students (Goal is 75/25 by 2015) | graduate students OR Graduate Students/Graduate Plus Undergrad class | % | Academic Master Plan | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Distance Education | Annually | Change undergraduate to graduate ratio from 80/20 to 75/25 by the year 2015 |
| Enrollment | E4 | Freshmen enrollment | Measures the fall new freshmen enrollment number | # of freshman enrolled | Students | Best Practice Analysis (I) | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Distance Education | Annually | Goal is to add 3,000 students to the current population by the year 2015 |
| Enrollment | E5 | Graduate enrollment | Measures the fall graduate enrollment | Total # of graduate enrollees | # | Best Practice Analysis (I) | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Distance Education | Annually | |
| Enrollment | E6 | Non-traditional students (NTS) undergraduate enrollments | Total NTS undergraduate enrollment | NTS students/ total student body | % | Best Practice Analysis (I) | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Distance Education | Annually | Undergraduate student body profile should include nontraditional students from the Middle Tennessee area. |
| Enrollment | E7 | Freshman in-state students | Measures the number of instate students | # of Instate students | # | NACUBO | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Distance Education | Annually | Undergraduate student body profile should include a suitable ratio of out-of-state to in-state students by the year 2015. |
| Enrollment | E8 | Percentage of freshman class that will not require remediation | The undergraduate student body profile will include a freshman class in which 75% will not require remediation. | freshmen that need remediation/ Total freshman class | % | Academic Master Plan | Gender, Race, Student Type (e.g. FT, PT) | Annually | |
| Enrollment | E9 | Percentage of high performance of graduates on certification and state board examinations | Measures the composition of the graduates | % high performance graduates/ total graduate class | % | Academic Master Plan | Gender, Race, Student Type (e.g. FT, PT) | Annually | The graduate student body profile will reflect that University's graduates will perform at or above the national average on certification and state board examinations. |
| Faculty and Staff | F1 | Faculty headcount (total full time) | Measures the total number of faculty at University | Total # of faculty at University | # | Best Practice Analysis (G) | Department, Program | Quarterly | |
| Faculty and Staff | F10 | Professor salaries | Measures the average professor salary at University | Total Professor Salaries/ # of Professors | \$ | Best Practice Analysis (I) | Department, Program | Annually | |
| Faculty and Staff | F11 | Associate professor salaries | Average associate professor salary at University | Total associate professor salaries/ total # of associate professors | \$ | Best Practice Analysis (I) | Department, Program | Annually | |
| Faculty and Staff | F12 | Assistant professor salaries | Average assistant professor salary at University | Total Assistant Professor Salaries/ total # of assistant professors | \$ | Best Practice Analysis (I) | Department, Program | Annually | |

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|-------------------|-----------|--|---|---|-----------------|-------------------------------------|---|-----------|--|
| Faculty and Staff | F13 | Percentage of tenured faculty | Measures the amount of faculty that is tenured | Tenured Faculty/ Total # of Faculty | # | NACUBO | Department, Program | Annually | |
| Faculty and Staff | F14 | Average load ratio | Measures the average amount of classes by faculty | Average of assigned classes taught by faculty (Formula can be altered to include 'thesis' or 'independent study' hours) | Classes | NACUBO | Department, Program | Semester | |
| Faculty and Staff | F15 | Staff to faculty ratio | Compares the amount of Staff per Faculty member | Total Number of Staff: Total number of Faculty | # | NACUBO | Department, Program | Semester | |
| Faculty and Staff | F16 | Faculty awards and prizes | Measures the amount of awards and prizes received by the faculty | Measures the amount of awards and prizes received by the faculty | # | NACUBO | Department, Program | Quarterly | All faculty members will hold the appropriate degrees, certificates, training, or qualifications necessary to be effective in the fields or areas in which they are employed to teach, by 2015. |
| Faculty and Staff | F17 | Number of faculty participating in P-16 initiatives | Total # of faculty participating in P-16 initiatives | total # of faculty participating in P-16 initiatives | # | University 2005 2010 Strategic Plan | Department, Program | Annually | |
| Faculty and Staff | F18 | Ratio of the number of faculty trained in the previous year vs. current year | Ratio of the number of faculty trained in the previous year vs. current year | # of faculty trained in previous year/ # of faculty trained the current year | Ratio | University 2005 2010 Strategic Plan | Department, Program | Annually | |
| Faculty and Staff | F19 | Number of faculty trained in computer applications | Increase the number of faculty and staff participating in computer application training by 20% per year | # of trained faculty/ total number of faculty | | University 2005 2010 Strategic Plan | Application Type, Department, Program | Semester | |
| Faculty and Staff | F2 | Faculty retention | Percentage of faculty retained 5 years after initial employment | Percent of faculty retained 5 years after initial employment | % | Best Practice Analysis (I) | Department, Program | Quarterly | Secure and retain a highly qualified and dedicated faculty and support staff |
| Faculty and Staff | F20 | Credit hours by program | Total number of credit hours by program | # of total credit hours by program, | hours | Best Practice Analysis (G) | Program | Semester | |
| Faculty and Staff | F21 | Faculty surveys | Measures faculty satisfaction | Survey results | % | NACUBO toolkit | Department, Program | Semester | |
| Faculty and Staff | F22 | Faculty diversity | Measures the diversity of the faculty | % of faculty from various backgrounds | % | NACUBO toolkit | Department, Program, gender, race, | Semester | |
| Faculty and Staff | F23 | Faculty class performance ratings | Measures student ratings of faculty | Average rating/professor | % | NACUBO toolkit | Department, Program, Professor | Semester | |
| Faculty and Staff | F24 | Percentage of classes taught by tenure/tenure track faculty | Measures percent of classes taught by tenured or tenure track faculty | # of classes taught by tenured faculty/total number of classes taught | % | NACUBO toolkit | Department, program | Semester | |
| Faculty and Staff | F25 | Faculty membership in research, scholarly, and creative societies | # of faculty who belong to research, scholarly, and creative societies | Sum of faculty who belong to research, scholarly, and creative societies | # | NACUBO toolkit | Department, Program, society | Annually | |
| Faculty and Staff | F26 | # of technology training workshops for faculty & staff | Training and workshops for University faculty & staff and CIT staff to keep pace with technology | Sum of technology training workshops for faculty & staff | # | CIT Strategic Plan | | Semester | |
| Faculty and Staff | F27 | Average # of years since terminal degree completion | Measures the average # of years since terminal degree completion for faculty | Sum of years since terminal degree/ # of faculty with terminal degrees | # | Retreat discussion | Department, program | Annually | |
| Faculty and Staff | F28 | % of tenured (or tenure track) faculty carrying a full teaching load | Measures the % of tenured (or tenure track) faculty that is carrying a full teaching load | # of tenured (or tenured track) with full teaching load/ # of tenured teachers (or all tenured track personnel) | % | Retreat discussion | Department, Program | Semester | |
| Faculty and Staff | F3 | Percentage of staff customer service quality | Measures the level of customer service provided by academic staff | All academic staff will exhibit a high degree of excellence in customer service, and have high communication (verbal, written, and electronic) and interpersonal skills | Indicator | Academic Master Plan | Faculty, Department, Academic Rank | Quarterly | All academic staff will exhibit a high degree of excellence in customer service, and have high communication (verbal, written, and electronic) and interpersonal skills |
| Faculty and Staff | F4 | Percentage of faculty and support of faculty | Measures the workload of faculty and support staff to ensure a balance between direct duties and engaging in other scholarly activities | Overview of faculty hours available compared to workload | Indicator | Academic Master Plan | Faculty, Department, Academic Rank, Course Sections, Full-Time, Part-Time | Annually | Workload of faculty and support of faculty will be reviewed as appropriate by the Deans and the Division of Academic Affairs with the goal of achieving affordable workloads and enhancing opportunities for faculty to become more engaged in other scholarly activities. |

Inventory of KPIs

| Metric Category | Metric ID | Metric Name | Metric Description | Calculation | Unit of Measure | Source/KPI Document | Dimensions | Frequency | Related Objective |
|-------------------|-----------|--|---|---|--------------------|----------------------------|--|-----------|--|
| Faculty and Staff | F5 | Faculty headcount (tenure track) | Measures the number of faculty that is on tenure track | Total # of faculty that are on the tenure track | # | Best Practice Analysis (G) | Department, Program | Annually | |
| Faculty and Staff | F6 | Administrative/professional retention | Percent of A/P's retained 5 years after initial employment | Percent of A/P's retained 5 years after initial employment | % | Best Practice Analysis (I) | Department, Program | Annually | |
| Faculty and Staff | F7 | % of adjuncts (or full-time temporary faculty) carrying a full teaching load | Measures the % of adjuncts (or full-time temporary faculty) that is carrying a full teaching load | # of adjuncts (or FT temporary faculty) with full teaching load/ # of adjuncts (or temporary faculty) | % | Retreat discussion | Department, Program | Semester | |
| Faculty and Staff | F8 | Planning accreditation | Articulates how divisional planning, budgeting and assessment processes support the University's vision, values, goals and priorities | Qualitative performance indicator | Green, Yellow, Red | Best Practice Analysis (I) | Department | Annually | |
| Faculty and Staff | F9 | Average faculty salaries | Calculates the average faculty salary at University | Total Salary for Faculty/ # of Faculty | \$ | Best Practice Analysis (I) | Department, Program | Annually | |
| Facilities | FA1 | Percentage of existing buildings in use | Percentage of existing buildings in use | # of buildings in use/# of total buildings | % | NACUBO | Campus | Semester | |
| Facilities | FA2 | Average weekly room hours utilization of classrooms | Average weekly room hours utilization of classrooms | # of weekly room hours utilized/# of weekly room hours available | hours | NACUBO | Campus | Semester | |
| Facilities | FA3 | Percentage of campus facilities classified as accessible | Percentage of campus facilities classified as accessible | # of campus facilities classified as accessible/# of total campus facilities | % | NACUBO | Campus | Semester | |
| Facilities | FA4 | Deferred Maintenance | Measures the \$ amount of maintenance that is deferred (not performed) | \$ of deferred maintenance | \$ | Retreat discussion | Building | Semester | |
| Graduation | G1 | Six year graduation rate (Completion of degrees in 150% of expected time) | Measures the percentage of full time students that were able to graduate within 6 years | # of undergraduate students that graduate within 6 years of their freshman class/ Total # of students in freshman class | % | Best Practice Analysis (G) | Gender, Race, Non-traditional, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | The undergraduate student body profile will include a graduation rate that will be at or exceed the TBR average graduation rate. |
| Graduation | G10 | Four year graduation rate (Completion of degrees in 100% of expected time) | Measures the percentage of full time students that were able to graduate within 4 years | # of undergraduate students that graduate within 4 years of their freshman class/ Total # of students in freshman class | % | Retreat discussion | Gender, Race, Non-traditional, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | |
| Graduation | G2 | Masters degrees conferred | Number of masters degrees conferred | Sum of master degrees conferred | # | Best Practice Analysis (I) | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | |
| Graduation | G3 | Bachelor degrees conferred | Measures the amount of bachelor's degrees awarded | # of bachelor's degrees awarded | # | Best Practice Analysis (G) | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | |
| Graduation | G4 | Time to degree | Calculates the average time between first enrollment and bachelor degree is conferred | Average years to for freshman class to graduate | years | Best Practice Analysis (I) | Program, Gender, Race, Student Type, Zip Code, Transfer Student | Annually | increase proportion of first-time, full time freshman who graduate at any TBR university within six years of enrollment at University, matching or exceeding average rate of the other five TBR universities |
| Graduation | G5 | Degrees granted by level or field of study (some without detail) | Measures the degrees granted by program | # of degrees granted to students | degrees | NACUBO | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | Should be measured against target areas |
| Graduation | G6 | Percentage graduation rate at or exceeding the TBR average graduation rate | The undergraduate student body profile will include a graduation rate that will be at or exceed the TBR average graduation rate. | Graduation rate => TBR average graduation rate | Yes or no | Academic Master Plan | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Annually | |
| Graduation | G7 | Doctoral degrees conferred | Number of doctoral degrees conferred | Sum of doctoral degrees conferred | # | Best Practice Analysis (I) | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | |
| Graduation | G8 | Degrees granted in shortage areas | Measures the degrees granted in shortage areas or targeted areas | # of degrees granted to students | degrees | NACUBO | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | See targeted area in Dr. Johnson's email |
| Graduation | G9 | STEM student graduation | Measures the amount of undergraduate degrees given to the STEM students | # of students who graduate with a STEM focus | # | Retreat discussion | Gender, Race, Student Type (e.g. Full Time, Part Time), Zip Code, Program, Distance Education | Semester | |
| HR | H1 | HR processing turnaround | Time it takes to complete HR processing recruitment asks | Average of time it takes to complete processing recruitment tasks | time | NACUBO | Department | Monthly | |
| HR | H2 | Employee satisfaction | Percentage of employees that are satisfied with job | Survey results | % | NACUBO | Function | Annually | Secure and retain a highly qualified and dedicated faculty and support staff |

Inventory of KPIs

| Metric Category | Metric ID | Metric Name | Metric Description | Calculation | Unit of Measure | Source/KPI Document | Dimensions | Frequency | Related Objective |
|----------------------|-----------|--|--|---|-----------------|--|--------------------------|-----------|--|
| Library | L1 | Number of collections and services in University libraries and media centers | The University Libraries and Media Center will need to expand its collections and services to address the needs of a new generation of technology-savvy students who expect a campus that provides fast connections and digitized services. | Sum of collections and services in University libraries and media centers | # | AMP | Subject area | Annually | Libraries and Media Centers will continue providing innovative information and multimedia technologies, relevant and current resources in all formats and quality services to strengthen teaching, learning, and research at the University. |
| Library | L2 | Number of libraries and media centers | Libraries and Media Centers will continue providing innovative information and multimedia technologies, relevant and current resources in all formats and quality services to strengthen teaching, learning, and research at the University. | Sum of libraries and media centers | # | AMP | Subject area | Annually | Libraries and Media Centers will continue providing innovative information and multimedia technologies, relevant and current resources in all formats and quality services to strengthen teaching, learning, and research at the University. |
| Library | L3 | Volumes in compact shelving | Number of volumes in compact shelving | Sum of volumes in compact shelving | # | Dobert, Lidsky, Craig and Associates, Inc. | | Annually | |
| Library | L4 | Reader stations | Number of reader stations | Sum of reader stations | # | Dobert, Lidsky, Craig and Associates, Inc. | | Annually | |
| Library | L5 | Library holdings | Measures the number of library holdings | Sum of library holdings | # | NACUBO toolkit | | Annually | |
| Library | L6 | Client satisfaction - Library | Client satisfaction with library services | # of clients satisfied/# of total clients | % | Interview | | Semester | |
| Program Management | P1 | Number of degree programs in targeted areas | Measures the number of degree programs in targeted areas | Sum of # of degree programs in targeted areas | # | NACUBO toolkit | Program | Annually | |
| Program Management | P2 | Number of collaborative programs | Number of collaborative programs | Sum of collaborative programs | # | NACUBO toolkit | Department | Semester | |
| Program Management | P3 | Program budget per student FTE | Measures program budget/students FTE | Total program budget/# of students FTE | \$ | NACUBO toolkit | Department, school | Semester | |
| President | Pres1 | Percent of strategic initiatives funded | Percent of strategic initiatives funded | Strategic initiatives funded/total number of strategic initiatives | % | NACUBO toolkit | | Annually | |
| President | Pres2 | Percentage of completed improvement initiatives | Percentage of completed improvement initiatives | # of improvement initiatives completed/total number of improvement initiatives | % | NACUBO toolkit | | Annually | |
| President | Pres3 | Security breaches involving personal identifiable information | # of security breaches involving personal identifiable information | Sum of security breaches involving personal identifiable information | # | Interview | | | |
| Quality of Education | Q1 | Student/faculty ratio | Measures the Student to Faculty Ratio for University. | Total # of Students/Total # of Faculty | Ratio | Best Practice Analysis (G) | Program, Academic Level | Semester | |
| Quality of Education | Q2 | Percentage of classes with 1-19 students | Measures the % of classes that have 19 students or less | Classes with less than 20 students/ All Classes | % | Best Practice Analysis (G) | Program, Academic Level | Semester | |
| Quality of Education | Q3 | Percentage of classes with greater than 50 students | Measures the % of classes that have 50 or more students | Classes with 50 or more students/All classes | % | Best Practice Analysis (G) | Program, Academic Level | Semester | |
| Quality of Education | Q4 | Average class size (undergraduate & graduate) | Measures the average number of students in class | Average of class size by undergraduate and graduate class | # | NACUBO | Program, Academic Level | Semester | |
| Quality of Education | Q5 | Total number of graduate degree programs offered | Measures the total number of graduate degree programs offered | # of graduate degree programs offered | # | NACUBO | Program, Degree type | Annually | |
| Quality of Education | Q6 | Peer assessment rating | Mean rating of University academic quality (on a 5 point scale) in US News and World Report | Mean rating of University academic quality (on a 5 point scale) in US News and World Report | # | Best Practice Analysis (I) | | Annually | |
| Quality of education | Q7 | Professional licensing exam pass rates | Measures the pass rates on licensing exams | % of students who pass licensing exams | % | NACUBO toolkit | Licensing exam | Annually | |
| Quality of education | Q8 | Basic skills classes offered and success rates | Number of basic skills (e.g. remedial or development classes) classes offered and success rates for classes | Total number of basic skills classes offered and success rates for classes (% of students who successfully complete classes/total number of students who take basic skills classes) | # | NACUBO toolkit | Success rates by classes | Semester | |

Inventory of KPIs

| Metric Category | Metric ID | Metric Name | Metric Description | Calculation | Unit of Measure | Source/KPI Document | Dimensions | Frequency | Related Objective |
|-------------------------------|-----------|--|--|---|-----------------|--|--|-----------|---|
| Quality of Education | Q9 | # of media labs | Establish new labs approved by the Technology Vision Committee using TAF funds | Sum of new labs approved by the technology vision committee | # | CIT Strategic Plan | | Semester | |
| Retention | R1 | Non-traditional students (NTS) retention | Percent of new NTS freshman who return to University for a 2nd year of study | NTS who return for 2nd year/ Minority Students in incoming freshman class (e.g. last year's class) | % | Best Practice Analysis (I) | Gender, Race, Student Type (e.g. Full Time, Part Time), zip code, distance education | Annually | |
| Retention | R2 | First year retention rate | Percentage change of fall-to-fall retention rates | # of sophomores who were 1st year freshman/ total # of students in the 1st year freshman class | % | Best Practice Analysis (G) | Gender, Race, Student Type (e.g. Full Time, Part Time), zip code, program, distance education, Transfer students, development students | Annually | increase the fall-to-fall retention rates of all first-time, full-time freshmen who enroll at University in the following fall |
| Retention | R3 | Freshman to junior retention rate | Measures the retention rate of freshman class that make it to junior year | # of freshman that make it to Junior Class/ total number in freshman class year | % | Best Practice Analysis (G) | Gender, Race, Student Type (e.g. Full Time, Part Time), zip code, program, distance education | Annually | increase the fall-to-fall retention rates of all first-time, full-time freshmen who enroll at University in the following fall |
| Research & Sponsored Programs | RS1 | Total submission dollars | Total Research Submission dollars | Sum of research submission dollars | \$ | Annual Report/Interview | Center/College/School; Agency/Corporations/Foundations; Project type; Source | Monthly | Strengthen our programs of research and professional and graduate study |
| Research & Sponsored Programs | RS10 | Research dollars/Faculty FTE | External research dollars per faculty FTE | Total external research dollars/# of faculty FT | \$ | NACUBO toolkit | Project | Semester | |
| Research & Sponsored Programs | RS11 | Number of awards for economic development | Number of awards for economic development | Sum of awards for external development | # | NACUBO toolkit | Project | Semester | |
| Research & Sponsored Programs | RS12 | Award Dollars by Department | Tracks the award dollars that a department receives | Sum of award dollars by department | \$ | Retreat discussion | Department | Annually | |
| Research & Sponsored Programs | RS13 | Commercialization Dollars | Measures the amount of commercialization dollars earned | \$ commercialization | \$ | Retreat discussion | Program, Department | Annually | |
| Research & Sponsored Programs | RS2 | External dollars received through research and creative activity | External dollars received through research and creative activity | Total \$'s received through research and creative activity | \$ | NACUBO toolkit | Faculty, Department, Program | Annually | |
| Research & Sponsored Programs | RS3 | Number of publication of research in highly reputable peer reviewed journals and other media | Measures for quality enhancement for the research programs will include increases in the publication of its research in highly reputable peer reviewed journals and other media. | Number of research articles published Year N2 - Number of research articles published Year N1 | # | AMP | Program | Annually | Measures for quality enhancement for the research programs will include increases in recognition of University scientists/faculty in community of science. |
| Research & Sponsored Programs | RS4 | Number of discoveries that lead to patents | Measures for quality enhancement for the research programs will include increases in discoveries that lead to patents. | Number of discoveries leading to patents Year N2 - Number of discoveries leading to patents Year N1 | # | AMP | Faculty | Annually | Measures for quality enhancement for the research programs will include increases in recognition of University scientists/faculty in community of science. |
| Research & Sponsored Programs | RS5 | Number of recognitions of University scientists/faculty in community of science | Measures for quality enhancement for the research programs will include increases in recognition of University scientists/faculty in community of science. | Number of recognitions of University scientists/faculty Year N2 - Number of recognitions of University scientists/faculty Year N1 | # | AMP | | Annually | Measures for quality enhancement for the research programs will include increases in recognition of University scientists/faculty in community of science. |
| Research & Sponsored Programs | RS6 | Total expenditures | Show expenditures by project to gain an understanding of which projects are behind or ahead in spending | Total dollars spent per project | \$ | Interview and Georgia State and NACUBO | Project | Monthly | |
| Research & Sponsored Programs | RS7 | Research grant dollars for recently-hired faculty | Research grant dollars for recently-hired faculty | \$'s in research grants for faculty hired within the last 3 years | \$'s | NACUBO toolkit | Faculty, Department, Program | Annually | |
| Research & Sponsored Programs | RS8 | Sponsored awards/Faculty FTE | Number of sponsored awards per faculty FTE | Number of sponsored awards/# of faculty FTE | # | NACUBO toolkit | Faculty, Department, Program | Annually | |
| Research & Sponsored Programs | RS9 | National ranking for sponsored awards | National ranking for sponsored awards | National rank for sponsored awards | # | NACUBO toolkit | Faculty, Department, Program | Annually | |
| Student Affairs | S1 | Job placement | Percentage of students who have a job after graduation within 3 months | # of students with jobs 3 months after graduation/# of graduates | % | NACUBO, AMP | Graduation Year, Major, Program | Annually | The graduate student body profile will reflect utilization of employment surveys for graduating graduate students, which will reveal appropriate job placement, employer satisfaction, and recurring hires. |
| Student Affairs | S10 | Employer surveys | Measures employer's perceptions of University | Employer survey results | % | NACUBO | Industry, new vs. consistent | Annually | |

Inventory of KPIs

| Metric Category | Metric ID | Metric Name | Metric Description | Calculation | Unit of Measure | Source/KPI Document | Dimensions | Frequency | Related Objective |
|-----------------|-----------|--|---|---|-----------------|---------------------|------------------------------|-----------|-------------------|
| Student Affairs | S11 | Student life activity participation | Percentage of students who participate in at least one activity | # of students who participate in at least one activity/total number of students | % | NACUBO toolkit | Academic level, gender, race | Semester | |
| Student Affairs | S12 | Student services funding per student FTE | Measures student services funding per student FTE | Sum of student services funding/student FTE | \$ | NACUBO toolkit | | Semester | |
| Student Affairs | S13 | Crime statistics | # of criminal incidents | Sum of criminal incidents | # | NACUBO toolkit | Crime | Monthly | |
| Student Affairs | S14 | Client Satisfaction - Career Services | Client's satisfied with career services | # of client's satisfied/Total # of clients | % | Interview | | Semester | |
| Student Affairs | S15 | Client Satisfaction - Campus Security | Client's satisfied with campus security | # of client's satisfied/Total # of clients | % | Interview | | Semester | |