

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:

1. Robert G. Cuzzolino, Ed.D., "Measuring and Documenting Institutional Effectiveness in Non-Teaching Units," 2010 Annual Conference, Middle States Commission on Higher Education
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