# Administrative Leadership Meeting

Tuesday, March 12, 2013

Chancellor Randy Woodson

# Upcoming ALM Topics

- May 14 – Division of Academic & Student Affairs Update (Titmus Theatre)

- July 9 – Talley Center & Wolf Ridge Apartments Update (Titmus Theatre)

# University Advancement

- Fundraising in the first eight months of FY 13 is soaring to new heights at 77% ahead of last year in gifts and new commitments.

# Finance & Business

- Governor's budget should be released next week.

- State Auditor presented the annual report to the BOT with no recommendations or findings.  This reflects a great cooperative effort by the whole campus community.

# Accreditation Review by SACS

- Two Components:
  - Compliance review -- 92 standards and policies
  - Quality Enhancement Plan – Undergraduates' Critical and Creative Thinking
    - Open discussion of proposed strategies: March 26, 3-5pm, Talley Ballroom
    - Draft concept paper published soon
    - Entire campus invited to share reactions and advice

# Across the country…..

Public university performance and accountability are being scrutinized now more than ever.

# In North Carolina….

Much discussion is underway about what measures are most important in ensuring that our students are receiving a quality education.

# Measurement & Evaluation

- External vs. internal review
- Use what we learn to stay on course
- Our metrics must be
  - Appropriate
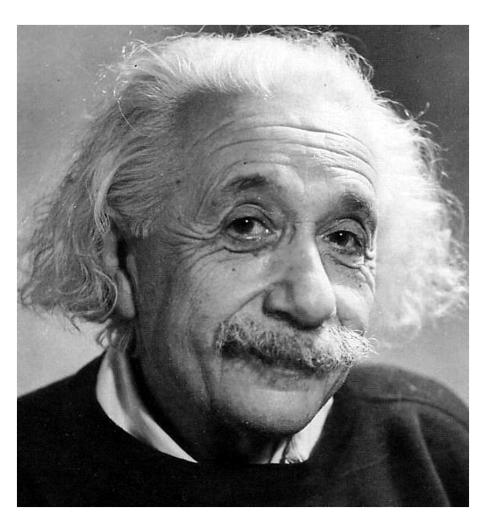  - Consistent
  - Accurate
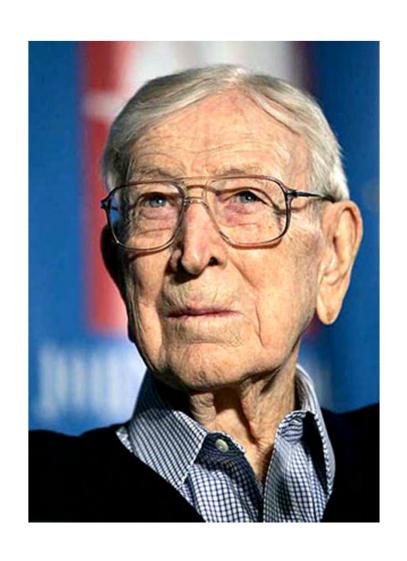  - Transparent

# Questions?

# Measuring Success



Provost Warwick Arden

"Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted."
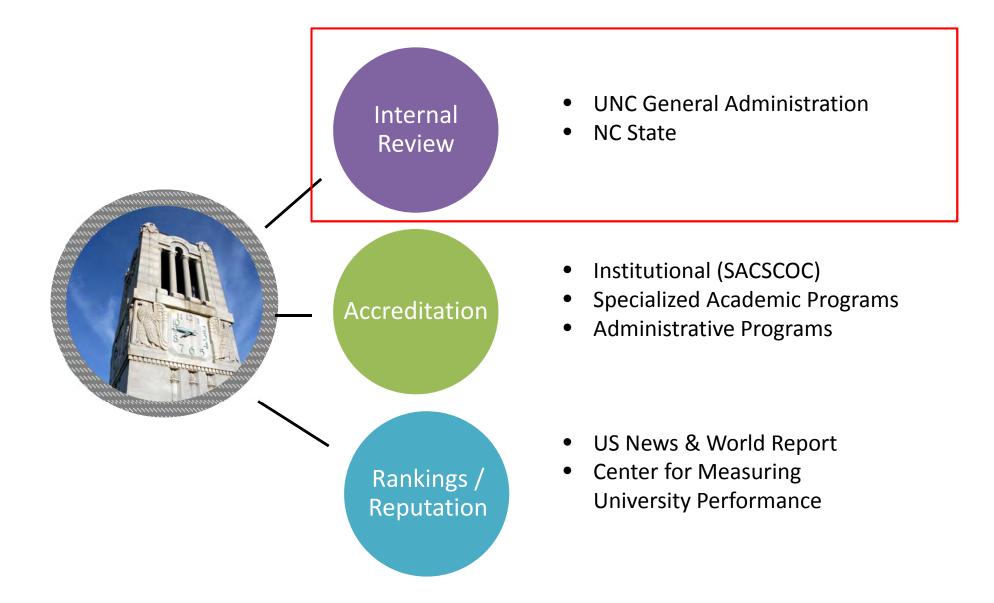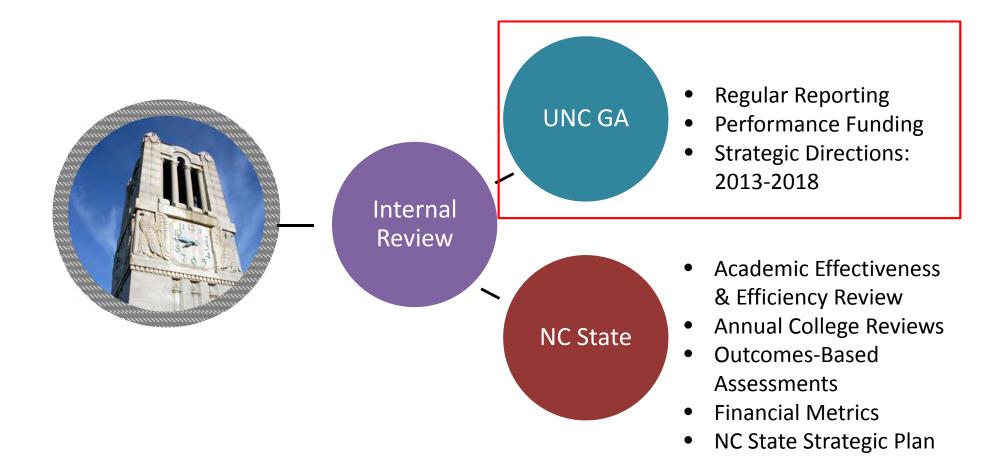
Albert Einstein

"Don't mistake activity with achievement."

John Wooden

Our Data

# UNC GA: Regular Reporting

- Summary files
  - Applications
  - Research activity
  - Financial year-end summary
  - Enrollment projections
  - Performance funding metrics
  - Regular financial reports
  - Remedial education expenditures
  - Low productivity programs report

- Detailed Unit-record files
  - Admissions, applied / admitted / enrolled
  - Enrolled students
  - Courses
  - Students enrolled in courses
  - Grades (end of semester)
  - Degrees awarded
  - Financial aid (gift awards, loans, scholarships)
  - Classroom utilization
  - Room inventory
  - Personnel data
  - DPI certification report
  - Survey results (students, alumni, etc.)

# UNC GA: Performance Funding
## (Performance-based Enrollment Funding)

- Core measures
  1. **Freshman to Sophomore Retention**
  2. **6-Yr Undergraduate Graduation Rate**
  3. Undergraduate Degree Efficiency
  4. Bachelor's Degrees Awarded to Pell Recipients
  5. Financial Integrity

- Campus-specific measures
  1. Total Research and Development Expenditures
  2. STEM and Health Degrees
  3. **6-Yr Doctoral Completion Rate**
  4. **Annual Giving (Dollars)**
  5. Undergraduate Hours Attempted at Graduation

# 6-Year Undergraduate Graduation Rate Definition

This is based on the standard IPEDS cohorts of all first-time, full-time bachelor's degree-seeking undergraduates starting in the fall term (or starting in the summer and continuing into fall), with no prior postsecondary enrollment other than dual enrollment while in high school. Full-time is defined as having enrolled in 12+ hours in that first fall term. Graduated is defined as having graduated from the initial institution by August 31st at the end of sixth academic year from the initial fall entry term.

# UNC GA: Strategic Directions 2013-2018

- Goals
  1. Setting degree attainment goals responsive to state needs;
  2. Strengthening academic quality;
  3. Serving the people of North Carolina;
  4. Maximizing efficiencies; and
  5. Ensuring an accessible and financially stable university.
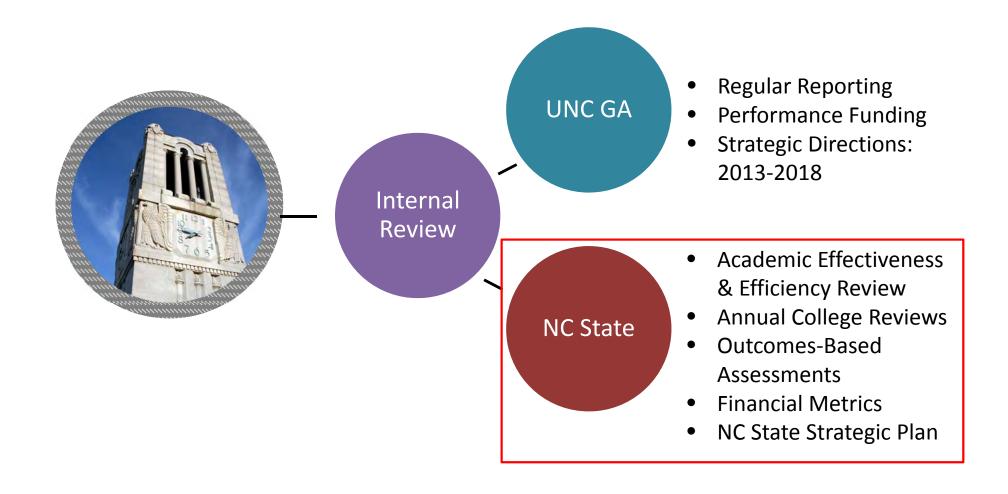
http://www.northcarolina.edu/strategic_direction/STRATEGIC_DIRECTIONS_2013-2018.pdf

# UNC GA: Strategic Directions 2013-2018

- Metrics of note
  - Education & related (E&R) spending per degree
  - Collegiate Learning Assessment (CLA)
  - Productivity of initially-licensed teachers
  - Active portfolio management
  - Post-graduation success (employment)

http://www.northcarolina.edu/strategic_direction/STRATEGIC_DIRECTIONS_2013-2018.pdf

# Academic Effectiveness & Efficiency Review

- Unit of analysis: academic program and/or dept.
  - Institutional data provided by Task Force for program verification

- Metric categories:
  - Undergraduate programs
  - Graduate programs (MR & DR evaluated separately)
  - Background metrics
  - Expenditure data

## UNDERGRADUATE PROGRAMS

| Metrics for Evaluation | Level |
|---|---|
| U01 Headcount enrollment (primary only) | Dept |
| U02 Headcount enrollment (multiple majors included) | Dept |
| U03 Intra-campus transfers into department | Dept |
| U04 Intra-campus transfers out of department | Dept |
| U05 Degrees awarded | Dept |
| U06 Degrees awarded/JR+SR enrollment | Dept |
| U07 Time to degree | Dept |
| U08 **One-year retention rate** | Dept |
| U09 Four-year graduation rate | Dept |
| U10 **Six-year graduation rate** | Dept |
| U11 SCHs/FTE instructional faculty | Dept |
| **Background Metrics** | **Level** |
| B01 % non-white enrollment | Dept |
| B02 % female enrollment | Dept |
| B03 % non-NC enrollment | Dept |
| B04/05 Would you choose this major again? (with response rate) | Dept |
| B06/07 Quality of instruction in my major? (with response rate) | Dept |
| B08/09 Future plans? (with response rate) | Dept |
| B10 FTE instructional funding | Dept |
| B011 SCHs, departmental ownership | Dept |

| GRADUATE PROGRAMS (MR and DR separate) | |
|---|---|
| **Metrics for Evaluation** | **Level** |
| M/D 01 Headcount enrollment | Program |
| M/D 02 Enrollment/number of faculty | Program |
| M/D 03 Degrees awarded overall | Program |
| M/D 04 Degrees awarded/number of faculty | Program |
| M/D 05 Time to degree | Program |
| M/D 06 4-year graduation (MR); **6-year graduation (DR)** | Program |
| M/D 07 Applications overall | Program |
| M/D 08 Applications/number of faculty | Program |
| M/D 09 Selectivity (admitted/applications) | Program |
| M/D 10 Yield (enrolled/admitted) | Program |
| M/D 11 Graduate SCHs for programs | Program |
| M/D 12 Graduate SCHs/number of faculty | Program |
| **Background Metrics** | **Level** |
| B01 Non-white enrollment | Program |
| B02 Female enrollment | Program |
| B03 Faculty on graduate committees outside department | Dept |
| B04 Student credit-hours taken outside department | Dept |

| EXPENDITURE DATA | |
| --- | --- |
| | *Level* |
| E01 Instructional expenditures per SCH | Dept |
| E02 Instructional expenditures indexed to Funding Formula | Dept |
| E03 Instructional expenditures 25th %ile national norm | Dept |
| E04 Instructional expenditures 75th %ile nationally norm | Dept |
| E05 Sponsored program expenditures/FTE faculty | Dept |

# Annual College Performance Metrics

## Resource Measures

- Faculty (T/TT, NTT, faculty diversity & equity profile)
- Base budget (16030, 16031, and 16032)
- One time allocations
- Other sources of revenue
- Total and assignable square feet (110 classroom, 210 class lab, 310 office, 220+250 research lab, other)
- SPA staff
- EPA staff

## Workload Measures

- Undergraduate majors
- Graduate majors
- Undergraduate SCH
- Graduate SCH
- Interdisciplinary SCH
- Sections taught
- Degrees awarded
- Research expenditures (extramural)
- F&A receipts
- Auxiliary sales and services

## Outcome/Productivity Measures

- 4 year undergraduate graduation rate
- **6 year undergraduate graduation rate**
- **Undergraduate retention rate**
- Instructional expense (Education and related expense) per degree, section, SCH
- Majors per T/TT faculty, all faculty
- Undergraduate SCH per T/TT faculty, all faculty
- Graduate SCH per T/TT faculty, all faculty
- Sections per T/TT faculty, all faculty
- Extramural research per tenure track faculty
- SPA per T/TT faculty
- EPA per T/TT faculty
- Total and assignable square feet per T/TT faculty

DRAFT

# Outcomes-Based Assessments

- UG Academic Assessment Expectations
  - 4-7 program-level student learning outcomes (SLO)
  - Measured within a 3-5 year cycle using direct evidence
  - Program faculty make clear decisions based data

An example SLO for Polymer & Color Chemistry (Textiles):

*Students will critically evaluate and organize multi-step polymer-based processes and structure-property relationships.*

Direct evidence for SLO: Senior exit examination, on-line technical questionnaire, lab reports

# Outcomes-Based Assessments

- General Education Competencies (2011-12)
  - Oral Communication
  - Written Communication
  - Quantitative Literacy
  - Critical Thinking
  - Creative Thinking



- Assessment strategies
  - Authentic assessment using student work and rubrics
  - Testing using the Educational Testing Service (ETS) Proficiency Profile

# Outcomes-Based Assessments

- Assessing Co-Curricular Programs

An example SLO for Center for Student Leadership, Ethics and Public Service:

*Students will describe and apply their leadership philosophy or style.*

Direct evidence for SLO: Participant survey, class paper assignments from ALS 495A, peer to peer feedback form

# Financial Metrics

- Clean annual audit opinion
- Periodic & ad hoc audit reports
- Budget balances
- Revenue
- Accounts receivables
- Accounts payables

- Travel reimbursements
- Debt mgmt/overall financial strength
  - Viability ratio
  - Primary reserve ratio
- Auxiliary operations
- Other UNC-GA Key Performance Indicators (KPIs)

Finance & Business dashboards (Unity login required):
http://dashboard.ofb.ncsu.edu/f_b_index.php

# 2011-2020 Strategic Plan Goals
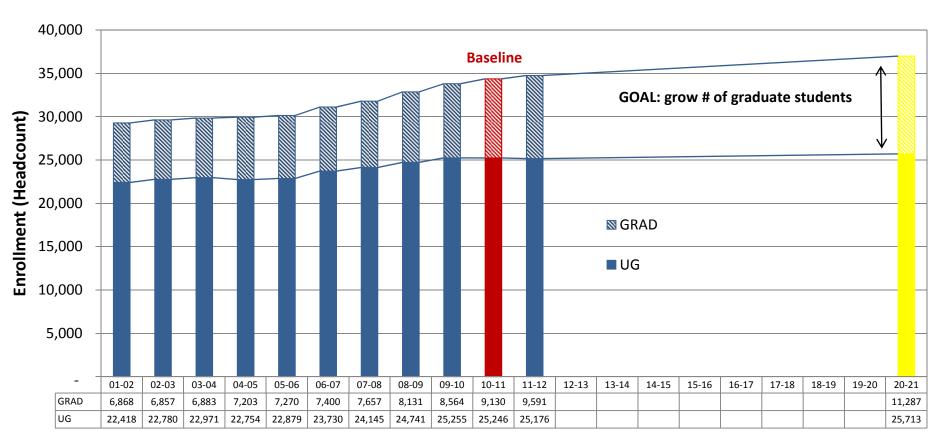
1.  Enhance the **success of our students** through educational innovation.

2.  Enhance **scholarship and research** by investing in faculty and infrastructure.

3.  Enhance **interdisciplinary scholarship** to address the grand challenges of society.

4.  Enhance **organizational excellence** by creating a culture of constant improvement.

5.  Enhance **local and global engagement** through focused strategic partnerships.

# Goal 1: Success of Our Students

## Metrics:

- ❑ Enrollment Profile: number of undergraduate, graduate students
- ❑ Admissions Profile: mean SAT and % in top 10% of high school class
- ❑ Degrees awarded by level (Assoc., Bachelor's, Master's, PhD, Professional)
- ❑ **Undergraduate 1 year retention rate**
- ❑ **Undergraduate 6 year graduation rate**
- ❑ Graduate student completion rate – Master's 4 year rate
- ❑ **Graduate student completion rate - PhD 6 year rate**
- ❑ Alumni: How well prepared were you for graduate/professional school?
- ❑ Alumni: How well prepared were you by NC State for your first full-time permanent position?

# Enrollment Profile

**Baseline**

**GOAL: grow # of graduate students**

▨ GRAD

■ UG

*Enrollment (Headcount)*

*Year*

| | 01-02 | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| GRAD | 6,868 | 6,857 | 6,883 | 7,203 | 7,270 | 7,400 | 7,657 | 8,131 | 8,564 | 9,130 | 9,591 | | | | | | | | | 11,287 |
| UG | 22,418 | 22,780 | 22,971 | 22,754 | 22,879 | 23,730 | 24,145 | 24,741 | 25,255 | 25,246 | 25,176 | | | | | | | | | 25,713 |
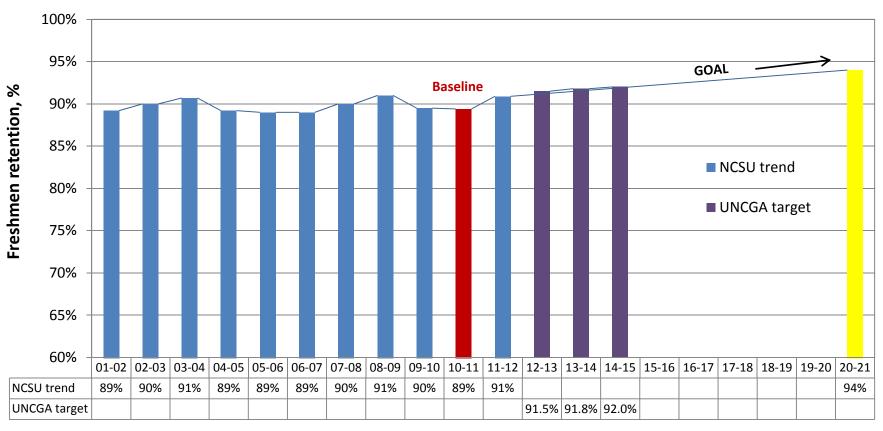
Note: Data is Fall Headcount Enrollment
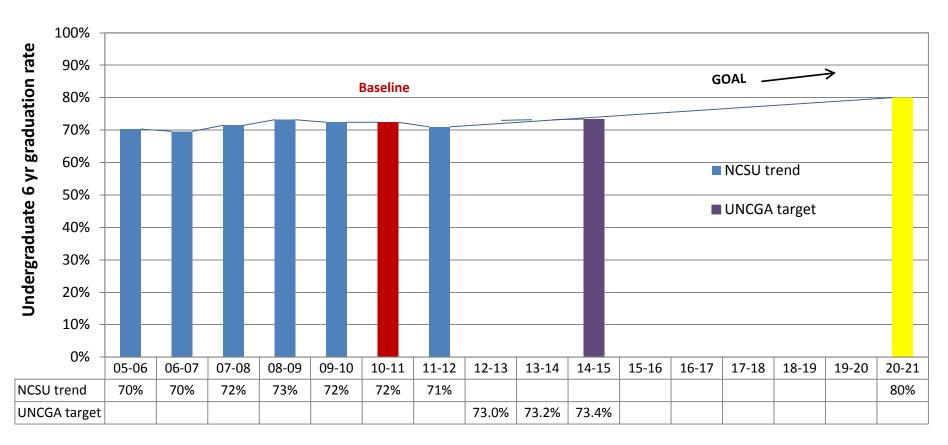
# Freshman Retention Rate

Note: Baseline 2010-11 is the one-year retention rate for first time freshmen who started Fall 2010. Data was collected Fall 2011.
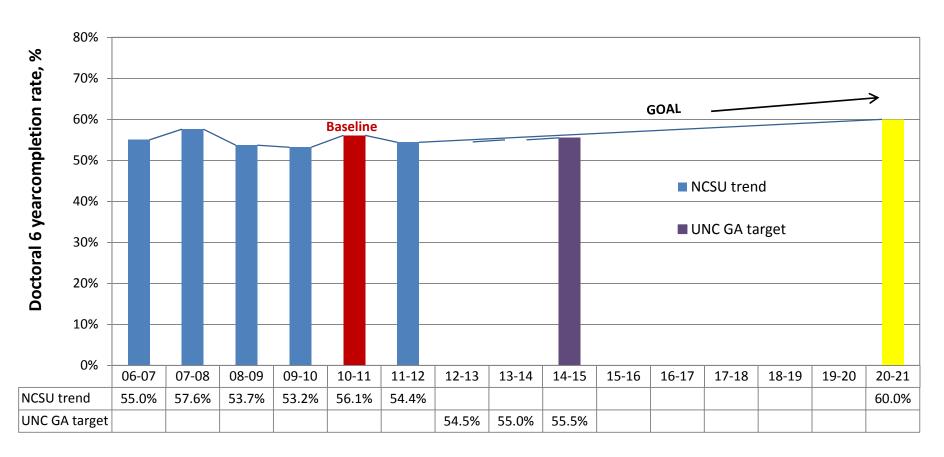
# 6 Yr. UG Graduation Rate

Note: Baseline is 2010-11 academic year and represents freshman who entered Fall 2005 and graduated by August 31, 2011.

# 6 Yr. Doctoral Completion Rate



| | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| NCSU trend | 55.0% | 57.6% | 53.7% | 53.2% | 56.1% | 54.4% | | | | | | | | | 60.0% |
| UNC GA target | | | | | | | 54.5% | 55.0% | 55.5% | | | | | | |
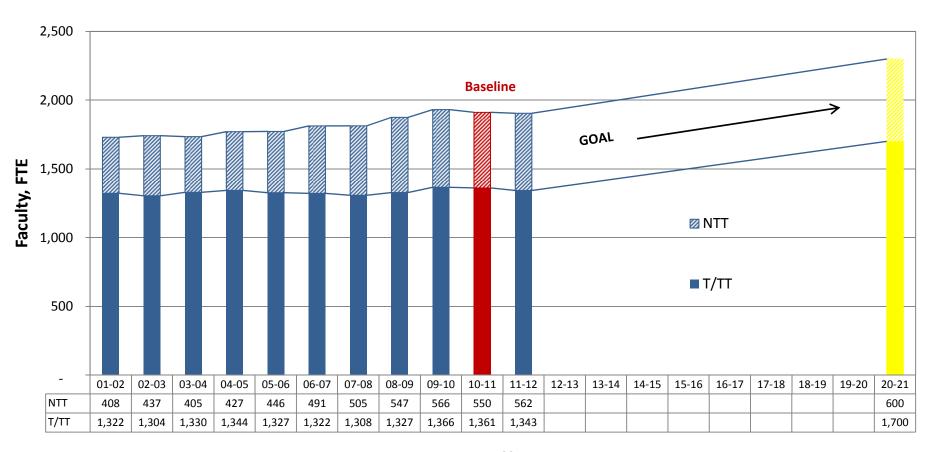
Note: Baseline is 2010-11 academic year and represents students who entered Fall 2005 and completed by August 31, 2011.

# Goal 2: Scholarship & Research

## Metrics:

- ❑ Faculty profile (T/TT, NTT): FTEs; headcount (full-time)
- ❑ Postdocs: number & national public CMUP rank
- ❑ Total research expenditures with national rank & per T/TT faculty
- ❑ Total federal research expenditures with national rank & per T/TT faculty
- ❑ National Academy members with national rank among public universities
- ❑ Faculty awards with national rank among public universities
- ❑ Association of Research Libraries ranking
- ❑ Faculty response to COACHE question: Satisfaction with NC State's support for improving your teaching.
- ❑ Faculty response to COACHE question: Satisfaction with NC State's financial support for research/scholarly/creative work.

# Faculty Profile: FTEs

Baseline

GOAL

NTT

T/TT

| | 01-02 | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| NTT | 408 | 437 | 405 | 427 | 446 | 491 | 505 | 547 | 566 | 550 | 562 | | | | | | | | | 600 |
| T/TT | 1,322 | 1,304 | 1,330 | 1,344 | 1,327 | 1,322 | 1,308 | 1,327 | 1,366 | 1,361 | 1,343 | | | | | | | | | 1,700 |
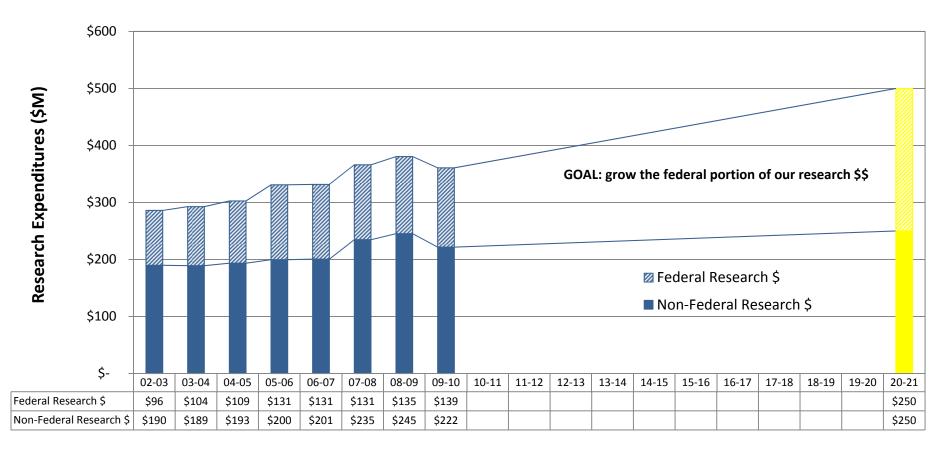
Year

Note: Data from annual September 30 personnel census.

# Research Expenditures

**Research Expenditures ($M)**
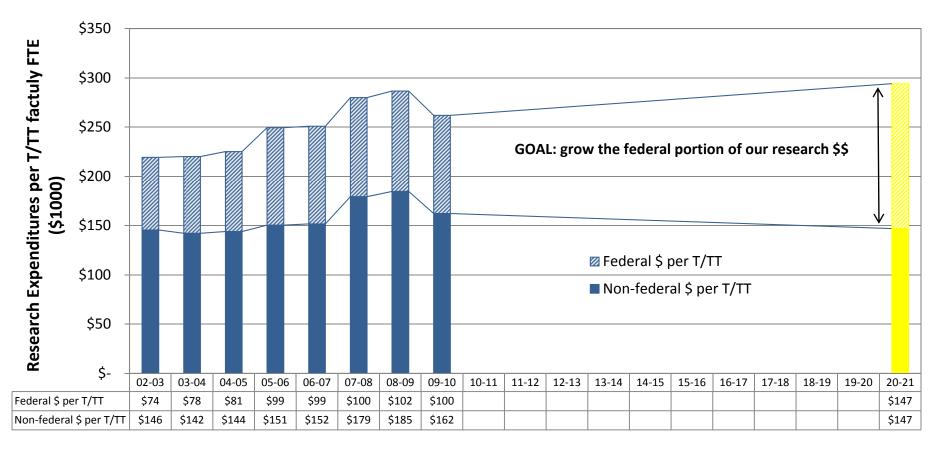
GOAL: grow the federal portion of our research $$

Federal Research $

Non-Federal Research $

| | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Federal Research $ | $96 | $104 | $109 | $131 | $131 | $131 | $135 | $139 | | | | | | | | | | | $250 |
| Non-Federal Research $ | $190 | $189 | $193 | $200 | $201 | $235 | $245 | $222 | | | | | | | | | | | $250 |

**Year**

Note: Fiscal year data from National Science Foundation (NSF)

# Research Expenditures per Faculty

GOAL: grow the federal portion of our research $$

Federal $ per T/TT

Non-federal $ per T/TT

| Year | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Federal $ per T/TT | $74 | $78 | $81 | $99 | $99 | $100 | $102 | $100 | | | | | | | | | | | $147 |
| Non-federal $ per T/TT | $146 | $142 | $144 | $151 | $152 | $179 | $185 | $162 | | | | | | | | | | | $147 |
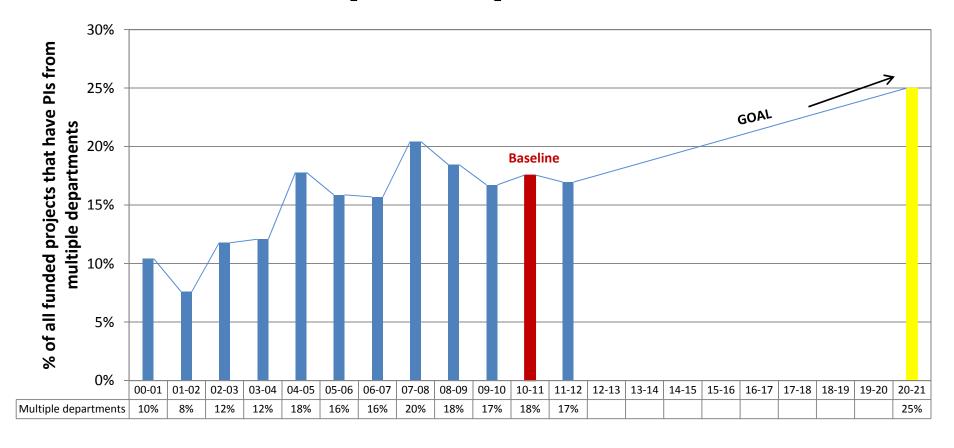
# Goal 3: Interdisciplinary Scholarship

**Metrics:**

- ❑ Percentage of all funded proposals with PIs from multiple departments
- ❑ Percentage of all funded proposals with PIs from multiple colleges
- ❑ Faculty response to COACHE question: Interdisciplinary work is rewarded in the merit process.
- ❑ Faculty response to COACHE question: Interdisciplinary work is rewarded in the promotion process.
- ❑ Faculty response to COACHE question: Interdisciplinary work is rewarded in the tenure process.
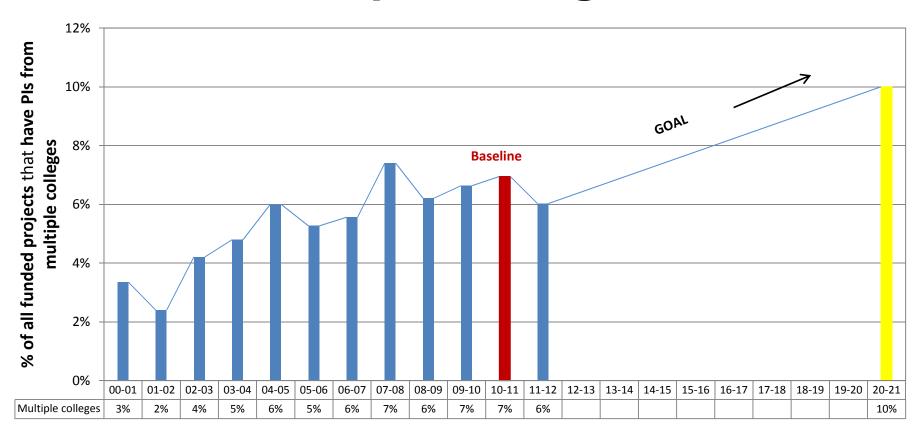
# Projects with PIs from Multiple Departments

| | 00-01 | 01-02 | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Multiple departments | 10% | 8% | 12% | 12% | 18% | 16% | 16% | 20% | 18% | 17% | 18% | 17% | | | | | | | | | 25% |

Note: Internal NC State data, by fiscal year.

# Projects with PIs from Multiple Colleges

| | 00-01 | 01-02 | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Multiple colleges | 3% | 2% | 4% | 5% | 6% | 5% | 6% | 7% | 6% | 7% | 7% | 6% | | | | | | | | | 10% |

Note: Internal NC State data, by fiscal year.

# Goal 4: Organizational Excellence

## Metrics:

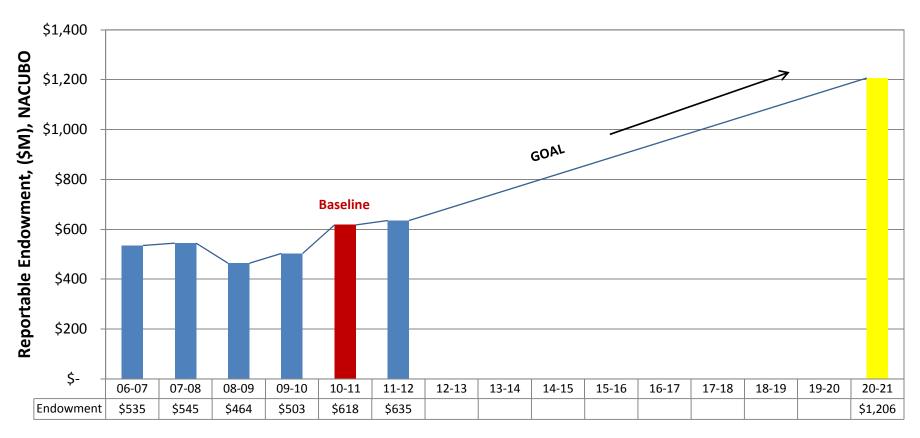❑ Diversity profile: % underrepresented minorities - students, faculty, staff

❑ Equity profile: % female - students, faculty, staff

❑ **Annual giving**

❑ Percentage of alumni contributing gifts to the university, with national rank

❑ Endowment

❑ E&R expense per degree

❑ Delivery of business services

❑ Faculty response to COACHE question: There is visible leadership at my institution for the support and promotion of diversity on campus

❑ Faculty response to COACHE question: I'm proud to say I work at this institution

# Annual Giving



| | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Annual Giving | $89.7 | $77.8 | $97.8 | | | | | | | | | |
| UNCGA target | | | | $103 | $108 | $114 | | | | | | |

**Year**

Note: Fiscal year values as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey

# Endowment

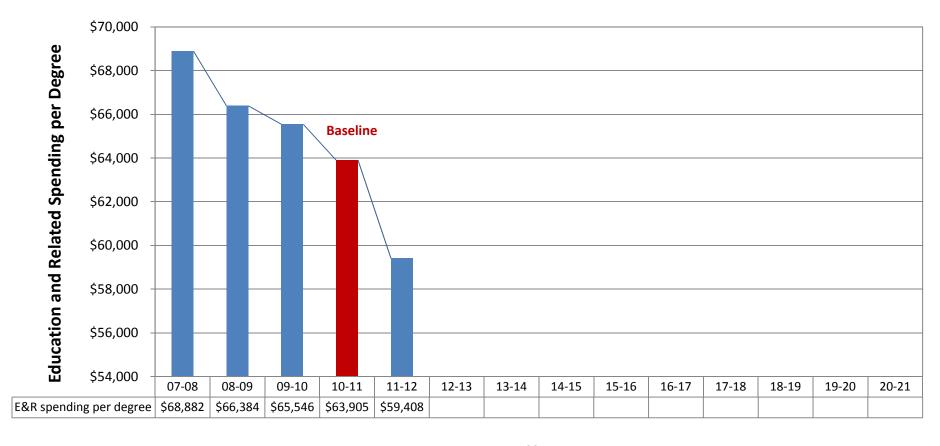| Year | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Endowment | $535 | $545 | $464 | $503 | $618 | $635 | | | | | | | | | $1,206 |

Note: Values as reported to National Association of College and University Business Officers at fiscal year end.

# E & R Expense per Degree

**Education and Related Spending per Degree**

Baseline

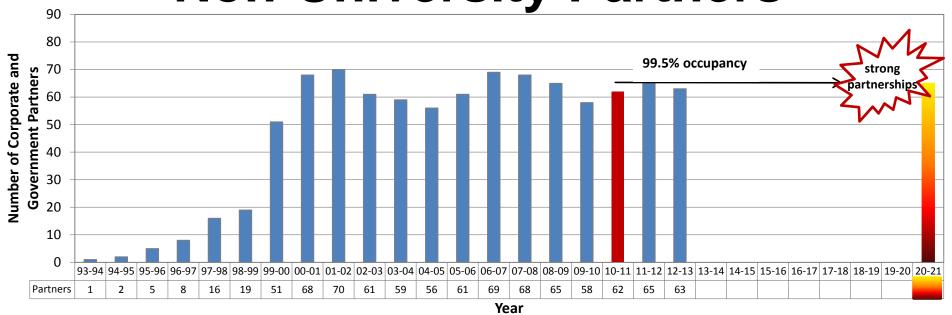| | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| E&R spending per degree | $68,882 | $66,384 | $65,546 | $63,905 | $59,408 | | | | | | | | | |

**Year**

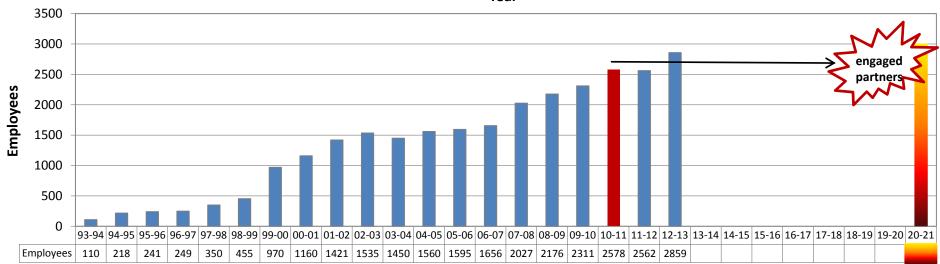Note: Fiscal year data from UNC-GA strategic plan.
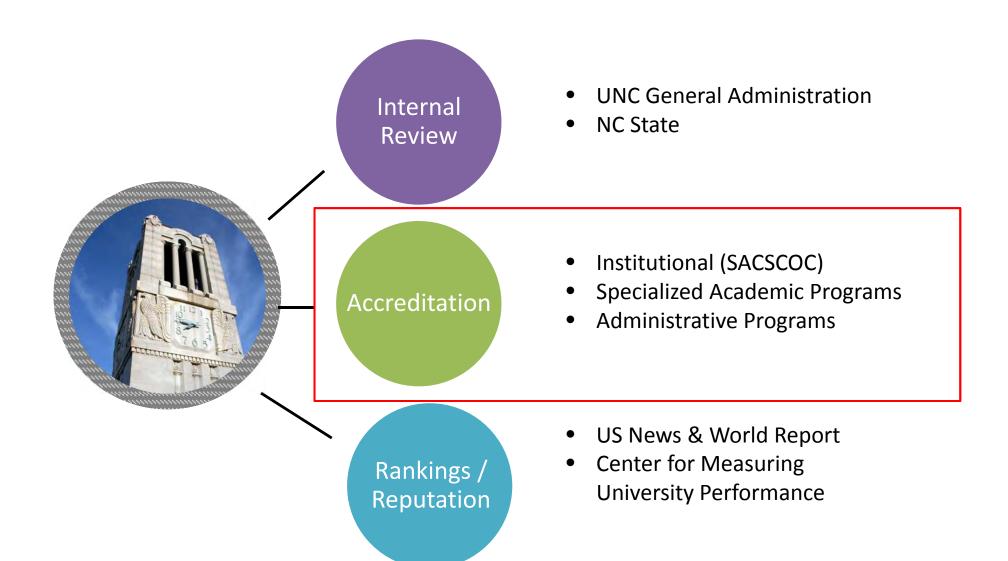
# Goal 5: Local & Global Engagement

## Metrics:

- ❏ Number of students participating in international activities such as study abroad and international alternative spring break
- ❏ Number of faculty-led study abroad programs
- ❏ Number of students participating in co-op and other internship activities
- ❏ Number of non-university partners and employees on campus
- ❏ Number of active US patents issued and pending
- ❏ Number of IP disclosures, products to market, start-ups launched, jobs created (total and in NC) and financing raised
- ❏ Number of international dual degrees and partner institutions with 3+x programs

# Non-University Partners

**Chart 1: Number of Corporate and Government Partners by Year**

99.5% occupancy

strong partnerships

| Year | 93-94 | 94-95 | 95-96 | 96-97 | 97-98 | 98-99 | 99-00 | 00-01 | 01-02 | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Partners | 1 | 2 | 5 | 8 | 16 | 19 | 51 | 68 | 70 | 61 | 59 | 56 | 61 | 69 | 68 | 65 | 58 | 62 | 65 | 63 | | | | | | | | |

**Chart 2: Employees by Year**

engaged partners

| Year | 93-94 | 94-95 | 95-96 | 96-97 | 97-98 | 98-99 | 99-00 | 00-01 | 01-02 | 02-03 | 03-04 | 04-05 | 05-06 | 06-07 | 07-08 | 08-09 | 09-10 | 10-11 | 11-12 | 12-13 | 13-14 | 14-15 | 15-16 | 16-17 | 17-18 | 18-19 | 19-20 | 20-21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Employees | 110 | 218 | 241 | 249 | 350 | 455 | 970 | 1160 | 1421 | 1535 | 1450 | 1560 | 1595 | 1656 | 2027 | 2176 | 2311 | 2578 | 2562 | 2859 | | | | | | | | |

# Southern Association of Colleges and Schools Commission on Colleges

- Institutional accreditation
  - 2014 accreditation review
  - Compliance reports: Describe and document the effectiveness of programs and policies against 92 requirements and standards
  - Quality Enhancement Plan: Critical & Creative Thinking

# Southern Association of Colleges and Schools Commission on Colleges

- Example: Core Requirement 2.5
  *Institutional Effectiveness*

  – The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals, and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution is effectively accomplishing its mission.

# Specialized Academic Program Accreditation

- Examples
  - Accreditation Board for Engineering and Technology (ABET)
  - National Council for the Accreditation of Teacher Education (NCATE)
  - Association to Advance Collegiate Schools of Business (AACSB)
  - American Veterinary Medical Association Council on Education

# Administrative Program Accreditation

- Examples:
  - Division 1 Athletics: NCAA
  - Campus Police: Commission on the Accreditation of Law Enforcement Agencies
  - Student Health: Accreditation Assoc. for Ambulatory Health Care
  - Terry Center: American Animal Hospital Association

# US News and World Report

colleges.usnews.rankingsandreviews.com/best-colleges



- **Purpose**: To help prospective students find the right college

- **Population**: Accredited colleges or universities with total enrollment >200 students

- **Frequency**: Annual
  - 2013 undergraduate edition released Fall 2012

# Best Colleges for 2013 (Fall 2012 Release)

**Undergraduate Ranking Criteria & Weights**

| Criteria | Weight |
|---|---|
| Peer assessment | 15.0% |
| High School Counselor assessment | 7.5% |
| **Freshman retention** | 4.0% |
| Graduation rate performance | 7.5% |
| **6 Year graduation rate** | 16.0% |
| % Classes with under 20 students | 6.0% |
| % Classes with 50 or more students | 2.0% |
| Student/faculty ratio | 1.0% |
| % Full time faculty | 1.0% |
| SAT of entering freshmen  25th/75th percentile | 7.5% |
| % Entering freshmen in top 10% of HS class | 6.0% |
| Acceptance rate | 1.5% |
| Alumni giving rate | 5.0% |
| Financial resources rank | 10.0% |
| Faculty Compensation | 7.0% |
| Faculty with terminal degree | 3.0% |

# The Center for Measuring University Performance

mup.asu.edu/research.html

- **Purpose**: To improve the performance of American research universities

- **Population**: Institutions with more than $20 million in annual federal research expenditures

- **Frequency**: Annual report on *The Top American Research Universities*
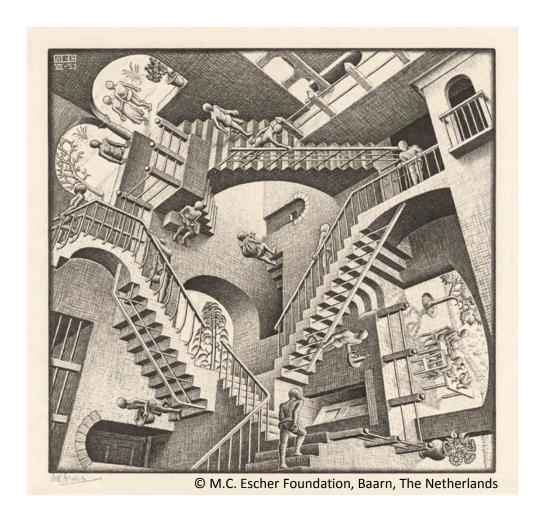  - 2011 report released Fall 2012

The Center for **MEASURING UNIVERSITY PERFORMANCE**

# The Center

**2011 Center Measure Categories & Sources**

| Category | Data Source |
|---|---|
| Total research expenditures x $1000 (2009) | NSF/SRS Survey of R&D Expenditures at Universities & Colleges, FY 2009 |
| Federal research expenditures x $1000 (2009) | NSF/SRS Survey of R&D Expenditures at Universities & Colleges, FY 2009 |
| Endowment assets x $1000 (2010) | NACUBO Endowment Study as reported in the *Chronicle of Higher Education,* endowment market value as of June 30, 2010 |
| Annual giving x $1000 (2010) | Council for Aid to Education's Voluntary Support of Education (VSE) Survey, FY 2010 |
| National academy members (2010) | National Academy of Sciences, National Academy of Engineering, and Institute of Medicine membership directories for 2010 |
| Faculty awards (2010) | Directories or web-based listings for multiple agencies or organizations. |
| Doctorates granted (2010) | NCES IPEDS Completions Survey, doctoral degrees awarded between July 1, 2009 and June 30, 2010 |
| Postdoctoral appointees (2009) | NSF/Division of Science Resource Statistics (SRS) Survey of Graduate Students and Postdoctorates in Science and Engineering, Fall 2009 |
| Median SAT (2009) | NCES IPEDS Survey, SAT and ACT Scores for Fall 2009 |
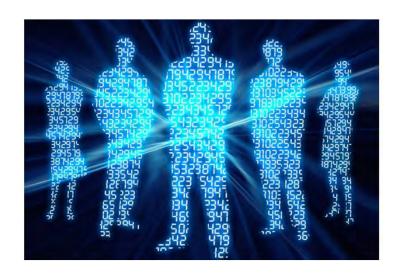
# Successfully Measuring Success



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# Office of Institutional Research & Planning

- Expanding scope of UPA
- OIRP to be responsible for integration & coordination of
  - Institutional research (reporting and analytics)
  - Planning, evaluation, long-term resource planning and allocation
  - Assessment and accreditation

- Search for Sr. Vice Provost
  - Nomination committee led by Tom Miller
  - Anticipated hire date: July 2013

# Questions