BOLDER BY DESIGN METRICS

LEAD Seminar:
Financial Management for Administrators

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• Enhance the student experience
• Enrich community, economic, and family life
• Expand international reach
• Increase research opportunities
• Strengthen stewardship
• Advance our culture of high performance
Performance Metrics and Reporting

Enhance the Student Experience

**Admissions Ratios**
- GPA
- ACT
- Academic Standing
- Admit %
- Yield %

**Entering Class Demographics**
- Resident
- Domestic N/R
- International
- Ethnicity
- Gender

**Affordability**
- Tuition and fee rates
- Scholarships/Discounting
- Student indebtedness
- Appropriations per student

**Academic Quality**
- Class size
- Grad rate
- Persistence rate
- Degree production
- Rankings
- STEM degrees
- Value and Return
Performance Metrics and Reporting

*Enrich Community, Economic, Family Life*

**Outreach & Engagement**
- Primary forms of engagement
- Number of contacts annually
- Service learning & civic engagement

**Economic Impact**
- Total economic impact
- Total grants per faculty member
- Total awards
- NSF (HERD) rankings
- Distribution of federal funds
Performance Metrics and Reporting

Expand International Reach

**External Rankings**
- U.S. News and World Report
- Prominent International rankings
- CIC Comparison
- AAU Comparison

**International Programs**
- Study abroad participation
- Research with international components
- International student complement
- International faculty
Performance Metrics and Reporting

Increase Research Opportunities

Faculty Composition
- Faculty demographics
- Compensation standing
- Faculty honors (Academies, Awards)
- Postdoctoral Fellowships
- Number of assistantships
- Assistantship compensation

Internal Research Metrics
- Research $ per faculty member
- Research lab s/f per faculty member
- Expenditures per lab s/f

External Metrics
- NSF (HERD) ranking, change
- Faculty citations/publications
- ARL ranking
- Patents/Licenses
- Start-up companies
Performance Metrics and Reporting

**Strengthen Stewardship**

**Financial Indicators**
- Composite financial index
- Revenue/expense distributions
- Admin spending per student
- Resources per student
- Bond rating

**Advancement/Endowment**
- Annual giving
- Alumni giving rate
- Endowment growth
- Investment performance

**Staffing**
- Staffing complements
- Maintenance, grounds staffing
Performance Metrics and Reporting
Advancing a Culture of High Performance

**Streamlining Services**
- HR Solutions Center
- IPF Customer Service Center
- Leveraging Technology
- Zero Based Budgeting

**Energy and Infrastructure**
- Total unit cost
- Mix of fuels
- Construction standards
- Sustainability/conservation

**Improving Outcomes**
- Faculty Recruitment
- Faculty Readiness Projects
- Neighborhood Initiative
- University Innovation Alliance
University Performance Metrics

Peer Group: Public Research Universities (Carnegie)
URL:

BACKGROUND
Enhance the Student Experience
Admissions Ratios

- GPA
  - ↑ Average High School GPA: 3.7 in Fall 2014
- ACT
  - → ACT Composite Score of 25th percentile: 23 in Fall 2014
  - → ACT Composite Score of 75th percentile: 28 in Fall 2014
- Academic Standing
  - ↑ Freshmen from top 10% of high school class: 31% in Fall 2014
  - ↑ Freshmen from top 25% of high school class: 68% in Fall 2014
- Admit %
  - ↓ Ratio of admitted to applied students: 66.1% in Fall 2014
- Yield %
  - ↓ Ratio of attended to admitted students: 35.7% in Fall 2014
Enhance the Student Experience
Entering Class Demographics

- Resident
  ↓ 71.0% in Fall 2014
- Domestic (non-Michigan)
  ↑ 14.0% in Fall 2014
- International
  ↑ 15.0% in Fall 2014
- Race/Ethnicity of Resident/Domestic Total (doesn’t include International)
  ↑ Students of Color: 24.1% in Fall 2014
- Gender
  ↑ 52.6% Female in Fall 2014
Enhance the Student Experience
Affordability

- Tuition and Fee Rates FY 2013-14
  - ↑ Resident student tuition and fee rates - $12,862 (6th Big Ten)
  - ↑ Resident student cost of attendance - $24,648 (7th Big Ten)
  - ↑ Domestic non-resident tuition and fee rates - $33,750 (2nd Big Ten)
  - ↑ Domestic non-resident cost of attendance - $45,536 (4th Big Ten)
- Scholarships/Discounting
  - Scholarships as a percent of tuition and fees: 14.1% for FY 2014-15
- Appropriations per Student
  - ↓ Operates with $3,000 less in per student appropriations than Big Ten peers
- Student Indebtedness
  - ↑ Average amount of loan debt at time of graduation: $25,821 for graduating undergraduates in spring 2013
Enhance the Student Experience
Academic Quality

• Class Size
  → Percent of classes having under 20 students: 24% in Fall 2014
  ↑ Percent of classes having 50 or more students: 23% in Fall 2014
• Graduation Rate
  ↑ 79% current 6 year graduation rate
• Persistence Rate
  ↑ Undergraduate retention after first year: 92.0% in Fall 2014
• Degree Production
  ↑ Degrees/certificates conferred: 11,587 in FY 2013-14
• STEM Degrees
  ↑ Awards in STEM fields increased 13 percent in the last four years
Enhance the Student Experience
Academic Quality

• Rankings
  • 26 programs ranked in the top 20 nationally (U.S. News & World Report)
  • MSU ranked 35th among public universities (U.S. News & World Report)
  • 29th of 277 research universities for contribution to the public good (Washington monthly)
  • Top 100 world university (US News Global Ranks, Times Higher Education)
• Value and Return
  • Recognized as one of nation’s 50 best value public universities (Kiplinger’s)
  ↓ Difference in actual graduation rate versus predicted: +8 percentage points for FY 2013-14 (U.S. News and World Report)
Enrich Community, Economic, Family Life Outreach & Engagement

• Primary Forms of Engagement
  ↑ Outreach research & creative activity: 31% in 2013
  ↑ Technical or expert assistance: 26% in 2013
  ↓ Non-credit classes and programs: 15% in 2013
  ↑ Public events and understanding: 18% in 2013
  ↓ Credit courses and programs: 3% in 2013
  ↓ Experiential/service learning: 4% in 2013
  → Clinical service: 3% in 2013
• Service Learning & Civic Engagement
  ↑ Applications & Registrations: 20,781 in 2012-13
  Percent academic or course-related: 29% in 2012-13
Enrich Community, Economic, Family Life

Economic Impact

- Economic Impact
  - Exceeds $5B annually
- NSF (HERD) rankings
  → 8th in total research expenditures among Big Ten public institutions for FY 2012-13
- Distribution of federal funds
  ↓ Federal funding expenditures as a percentage of total research expenditures as reported on NSF (HERD) survey: 50.5% in FY 2012-13
Expand International Reach

External Rankings

• U.S. News & World Report (undergrad rankings)
  ↓ Overall ranking: 85\textsuperscript{th} in Fall 2014
  → vs CIC publics: tie for 12\textsuperscript{th} in Fall 2014
  ↓ vs AAU institutions: 52\textsuperscript{nd} in Fall 2014

• U.S. News & World Report Best Global Universities
  Overall ranking: 75\textsuperscript{th} in Fall 2014
  vs CIC publics: 10\textsuperscript{th} in Fall 2014
  vs AAU’s: 44\textsuperscript{th} in Fall 2014

• Times Higher Education World University Rankings (London)
  ↑ Overall ranking: 82\textsuperscript{nd} in Fall 2014
  ↑ vs CIC publics: 7\textsuperscript{th} in Fall 2014
  ↑ vs AAU institutions: 38\textsuperscript{th} in Fall 2014
Expand International Reach
International Programs

- Study abroad participation
  - ↓ MSU undergrads abroad: 2,053 in 2013-14
  - ↓ Non-MSU students on an MSU program: 56 in 2013-14
- Research with an international component
  - 70 funded proposals with international component indicated (FY14)
- Percent International students
  - ↑ 5,312 international students enrolled in Fall 2014, or 14% of the total enrollment
- International faculty
  - ↓ 121 international faculty in Fall 2014, or 4.3% of the total faculty
Increase Research Opportunities
Faculty Composition

- Faculty demographics
  - ↑ 33.7% of full time tenure system faculty are women (Fall 2014)
  - ↑ 23.4% of full time tenure system faculty are persons of color (Fall 2014)
- Compensation standing
  - ↓ 10\textsuperscript{th} in average faculty compensation among Big Ten institutions (FY 2014-15)
- National Academy members
  - ↑ 9 in 2011-12
- Prestigious awards
  - ↓ 13 in 2011-12
- Postdoctoral Fellowships
  - ↑ 458 in 2014-15
- Number of assistantships
  - ↑ 1,396 graduate assistant FTE (Fall 2013)
- Assistantship compensation
  - ↑ Teaching Assistants net compensation: $18,062 for AY 2013-14
  - ↑ Research Assistants net compensation: $19,147 for AY 2013-14
Increase Research Opportunities
Internal Research Metrics

- Grant $ per faculty member = Total Grants/FTE Tenure System Faculty
  $274 thousand per tenure system faculty member (FY 2013-14)
- Research lab s/f per ranked faculty member
  $407 square feet per ranked FTE faculty member (Fall 2013)
- Grants per lab s/f – Total Grants/ Research lab s/f
  $448 in grant $ per square feet of lab space (Fall 2013)
Increase Research Opportunities

External Metrics

- NSF (HERD) ranking, change
  - 8th in total research expenditures among Big Ten institutions for FY 2013
- Faculty citations
  - 37,090 (2007 publication year)
- Faculty Publications
  - 3,717 (total from Web of Science count 2014)
- ARL ranking
  - Ranked 38th among universities as surveyed by the Association of Research Libraries on a measure of the relative size of holdings (FY 2012)
- Patents/Licenses
  - $3.3 million in licensing income (adjusted gross, FY 2013)
  - 380 active licenses (cumulative, FY 2013)
  - 33 licenses and options executed (FY 2013)
  - 46 U.S. patent applications filed (FY 2013)
  - 49 U.S. patents issued (FY 2013)
Strengthen Stewardship
Financial Indicators

• Composite financial index
  ↑ 6.25 for FY14, an increase of 78% over five years
• All Funds Revenue/expense distributions
  • Revenues – 30% tuition & fees, advancement and interest income 22%, 17% sponsored programs, 12% auxiliary, 12% appropriation, 7% departmental activities
  • Expenses - 44% general fund, 25% expendable restricted, 14% auxiliary, 8% designated, 8% plant
• Admin spending per student
  ↑ $1,868 institutional support expenditures per student (2012-13)
• Resources per student
  ↑ $2,617 in academic support per full time equivalent student (FY 2012-13)
• Bond rating
  • AA+ (Moody’s), one ratings level ahead of Big Ten median
Strengthen Stewardship
Advancement/Endowment

- Annual giving
  ↑ $239m in total giving in FY 2013-14
- Alumni giving rate
  ↓ 12% in 2012-13
- Endowment growth
  ↑ $1,163 million in the MSU traditional and MSU foundation endowment (FY 2012-13)
  ↓ The endowment has grown 9% in the 5-years since 2007-08
- Investment performance
  ↓ Performance over 10 years ranks in the 15th percentile when compared to peers
  ↑ 16.0% over most recent year
**Strengthen Stewardship**

**Staffing**

- Staffing complements
  - ↑ 12,805, up 3.6% over five years
- Maintenance, grounds staffing
  - ↓ 21.2 acres per FTE grounds staff (FY 2012-13)
  - ↑ 57,199 gsf per FTE custodial staff (FY 2012-13)
  - ↑ 195,886 gsf per FTE maintenance staff (FY 2012-13)
High Performance Streamlining Services

• HR Solutions Center
  • A customer service-focused unit in Human Resources that serves as a central point of contact
• IPF Telecommunication Systems Customer Service Center
  • Improving directory services to strengthen staff and resources, enhance service delivery, and promote enhanced services
• Leveraging Technology
  • Two-Factor authentication to safeguard personal and institutional data by pairing a security credential with a password
• Zero Based Budgeting
  • Examine unit’s budget, by major functions and sub-functions, in order to identify resources committed and consider potential areas for shifting resources from lower to higher priority areas
High Performance Energy and Infrastructure

- Total unit cost
  - ↑ $6.55/MMBTU in FY 2012-13
- Mix of fuels
  - Reduced greenhouse gas emissions by 30% by 2015
  - Guided by Energy Transition Plan goal of 100% renewable energy
- Construction standards
  - ↑ Evaluated for LEED Silver Certified
- Sustainability/conservation
  - ↓ Energy per capita (BTU’s per person)
  - ↓ Lowest energy consumption per GSF amongst Big Ten peers
High Performance
Improving Outcomes

- Faculty Recruitment
  - Focus hiring resources on targeted recruitments to help increase the chances of exceptional outcomes
- Faculty Readiness Projects
  - Ensure that space plan and renovation need is identified early in order to align faculty start-up with renovation time line
- Neighborhood Initiative
  - Bringing the resources of MSU to students where they live in the residence halls through Engagement Centers designed to enhance student engagement and success
- University Innovation Alliance
  - Eleven large research institutions, including MSU, have come together to increase the rate at which students from low-income and underrepresented backgrounds graduate from college