



UNIVERSITY of VIRGINIA

OFFICE OF THE PRESIDENT

February 26, 2009

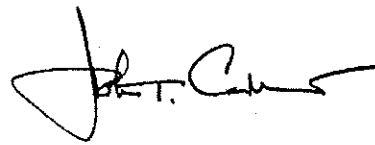
The Honorable Richard D. Brown
Secretary of Finance
Commonwealth of Virginia
Patrick Henry Building
Post Office Box 1475
Richmond, VA 23218

Dear Secretary Brown:

I enclose the University of Virginia's report on the progress made to date on the Management Agreement performance measures. The Governor's Cabinet and the University agreed to these measures in accordance with § 2.2-5004 of the *Code of Virginia*, which authorizes the Governor to establish financial and administrative management standards beyond those included in the Appropriations Act. The University remains in compliance with the stated general accountability measures.

We look forward to continued progress under Restructuring. Please contact Colette Sheehy, Leonard Sandridge, or me if you have any questions or need additional information.

Sincerely,



John T. Casteen III
President

JTC:nar
Enclosure

cc: Mr. James Alessio, SCHEV Restructuring Director
Ms. April Kees, Senate Finance Committee Staff
Mr. Tony Maggio, House Appropriations Committee Staff
Mr. Leonard Sandridge, U.Va.
Ms. Colette Sheehy, U.Va.

UNIVERSITY OF VIRGINIA
FINANCIAL AND ADMINISTRATIVE STANDARDS
Fiscal Year 2007-08 Performance

Measure: An unqualified opinion from the Auditor of Public Accounts upon the audit of the public institution's financial statements.

Result: Unqualified opinion received on statements for year ending June 30, 2008.

Measure: No significant audit deficiencies attested to by the Auditor of Public Accounts.

Result: No significant audit deficiencies in the Auditor of Public Account's internal control report for the year ending June 30, 2008.

Measure: Substantial compliance with all financial reporting standards approved by the State Comptroller.

Result: Completed.

Measure: Substantial attainment of accounts receivable standards approved by the State Comptroller, including, but not limited to, any standards for outstanding receivables and bad debts.

Result: Standard is accounts greater than 120 days past due must be less than 10 percent of total receivables. Accounts more than 120 days past due were 5.07 percent of total receivables at September 30, 2008; 2.38 percent of total receivables at December 31, 2007; 9.09 percent of total receivables at March 31, 2008; and 9.23 percent of total receivables at June 30, 2008.

Measure: Substantial attainment of accounts payable standards approved by the State Comptroller including, but not limited to, any standards for accounts payable past due.

Result: Prompt pay standard is 95 percent of bills accepted and on time. For 2007-2008, performance was 98.84 percent prompt pay.

Measure: Institution complies with a debt management policy approved by its governing board that defines the maximum percent of institutional resources that can be used to pay debt service in a fiscal year, and the maximum amount of debt that can be prudently issued within a specified period.

Result: UVa has a Board of Visitors-approved debt policy, with which it is in compliance. This policy was held up as a best practice in a very recent State Auditor report on debt statewide.

Measure (as included in § 4-9.02.K.4.a of the 2008-10 Appropriations Act): The institution will substantially comply with its annual approved Small, Women and Minority (SWAM) plan as submitted to the Department of Minority Business Enterprise; however, a variance of 15 percent from its SWAM purchase goal, as stated in the plan, will be acceptable.

Result: UVa's SWAM purchase goal for FY2007-08 was 40%; actual spend was 42.5% or 106% of the stated goal.

**UNIVERSITY OF VIRGINIA
HUMAN RESOURCES
FY2007-08 Performance Measures**

General Accountability Measures

- No material audit findings
- Compliance with Board of Visitors approved restructuring policy
- Compliance with Restructuring Act reporting requirements

Specific Performance Measures

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
Percentage of turnover as an indicator of staff stability and staff satisfaction	Average percentage turnover rate should trend with College and University Personnel Administrators ("CUPA")-Human Resources ("HR") benchmark. <u>2001 CUPA Benchmarks:</u> Average range of 9% - 11%	10.9% Turnover = 512	10.5% Turnover = 504	8.7% Turnover = 426
Internal transfers/promotions as a percentage of total number of hires as a measure of the extent to which the institution hires or promotes from within	Percentage rate should be equal to or greater than CUPA-HR benchmark <u>2001 CUPA Benchmarks:</u> Average range of 18% - 41%	58.8%	54.0%	42.1%
Average number of days to classify new positions or reclassify a staff position as a measure of effectiveness of the classification process	Average should be equal to or less than CUPA-HR benchmark. <u>2001 CUPA Benchmarks:</u> Average range of 7 – 16 days	33 days	17 days	21 days
Average number of days to hire staff, from recruitment posting to the candidate's acceptance or effective date of hire (start date)	Trend data against baseline average in 2005-06.	74 days * * Candidate acceptance date	75 days	62 days
Compliance with Restructuring Act election provisions	Track percent of (i) total employees who are participating in the state HR system and (ii) current employees who have elected to participate in the institutional HR system	N/A	N/A	N/A

**UNIVERSITY OF VIRGINIA
PROCUREMENT AND SURPLUS PERSONAL PROPERTY
FY2007-08 Performance Measures**

General Accountability Measures

- Compliance with current and/or revised Commonwealth management standards, including prompt pay compliance and no material audit findings
- Compliance with Board of Visitors approved restructuring policy and procurement rules document

Specific Performance Measures

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
Goals established in the plan submitted to the state under current law for Small, Woman-owned and Minority-owned procurement. Performance will be reported quarterly.	Accomplishment of goals and improvement on previous performance	Plan: 36% Actual: 41.8% Actual to Plan: 116% SWaM: \$109,438,308	Plan: 40% Actual: 43.3% Actual to Plan: 108% SWaM: \$130,128,786	Plan: 40% Actual: 42.5% Actual to Plan: 106% SWaM: \$157,607,369
Maximize operational efficiencies and economies through the adoption of best practices for electronic procurement	Increased use of electronic procurement as measured by dollar value	\$219,485,503 in spend sent to eVa	\$315,114,341 in spend sent to eVa	\$393,875,673 in spend sent to eVA
Volume of cooperative procurements	Measure increase in the number of existing contracts renewed and new contracts over the number of current contracts	49	615	861 (increase of 246 over FY2006-07)
Vendor protests with a legal basis for the protest	Number of such vendor protests as compared to 2005-2006	0	0	0

**UNIVERSITY OF VIRGINIA
INFORMATION TECHNOLOGY
FY2007-08 Performance Measures**

General Accountability Measures

- Campus infrastructure supporting the expansion of cutting edge research and new forms of instruction consistent with peer research institutions
- Facilities and support for high performance computing and communications and large scale (i.e. peta-scale) data repositories consistent with peer research institutions
- Compliance of institution’s security programs with professional best practices
- Development and implementation of up-to-date institutional information technology strategic plan
- Compliance with Board of Visitors approved restructuring policy

Specific Performance Measures

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
Major information technology projects will be completed on approved schedules and within approved budgets	Projects are completed on time and within budget at a rate that matches industry	None completed	100% compared to the 2006 industry average of 35% ¹ . One major project, UVa Marketplace, was completed. The Pre-implementation Phase of the Student Systems Project was also completed. Both were on time and within budget.	100% compared to the 2006 industry average of 35% ¹ . The Implementation Phase of the Student Systems Project is on time and within budget.
All faculty and students have convenient access to a distributed learning and collaboration environment, with course management systems in support of such services as online content; student information and library systems upgraded as major changes in technology warrant ²	% (based on individual university metric) of all courses utilizing technically up-to-date course management systems	96.8% of U.Va.'s fall 2005 & spring 2006 courses utilized course management systems. 7,998 unique users of MyUVa	95.5% of U.Va.'s Fall 2006 & Spring 2007 courses utilizing course management systems. 31.8% of U.Va. at Wise's Fall 2006 & Spring 2007 courses utilizing course management systems. 8,660 unique users of MyUVa Portal 3,602 unique users of the "Collab" collaborative environment	Use of course management systems within U.Va.'s Academic Division continues to be ubiquitous. The high usage rate at U.Va. at Wise also continues. UVaCollab, our Sakai-based collaboration and learning environment, was successfully used by almost 200 courses during the early adopter phase of Spring 2008. The environment also has over 1500 sites and over 20,000 users.

¹ Source: Standish Group 2006 CHAOS Survey

² The University is currently piloting new tools, such as "Collab," for support of the learning and collaboration environment. Because of this planned migration to newer tools, usage statistics for the legacy course management systems will decline and those for the new capabilities will rise over time.

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
<p>Institutions will leverage their collective expertise to save money and help strengthen security programs</p>	<p>There is evidence of collaboration among institutions, such as the Higher Education Virginia Alliance for Security Computing and Networking (VA SCAN)</p>	<p>Engaged in these significant collaborations:</p> <ul style="list-style-type: none"> • Virginia HE CIO Council • Virginia Alliance for Secure Computing & Networking • Association of Collegiate Computing Services • Implementation of Vortex (connection to National Lambda Rail) • Southeastern University Research Association • ACC Chief Information Officers summits • National Internet2 and EDUCAUSE task forces • National Common Solutions Group 	<p>Engaged in these significant collaborations:</p> <ul style="list-style-type: none"> • Virginia HE CIO Council • Virginia Alliance for Secure Computing & Networking • Association of Collegiate Computing Services • Implementation of Vortex (connection to National Lambda Rail) • Southeastern University Research Association • ACC Chief Information Officers summits • National Internet2 and EDUCAUSE task forces • National Common Solutions Group • Virginia Tech/U.Va. disaster recovery & research computing collaboration 	<p>Engaged in these significant collaborations:</p> <ul style="list-style-type: none"> • Virginia HE CIO Council • Virginia Alliance for Secure Computing & Networking • Association of Collegiate Computing Services • Implementation of Vortex (connection to National Lambda Rail) • Southeastern University Research Association • ACC Chief Information Officers summits • National Internet2 and EDUCAUSE task forces • National Common Solutions Group • Research Universities CIO Council • Virginia Tech/U.Va. disaster recovery collaboration • Virginia Tech/ U.Va. research computing training collaboration (estimated yearly \$300,000 savings to the Commonwealth) • Providing high performance computing cycles to JMU (an estimated \$5,000 to \$17,500 <u>weekly</u> savings to the Commonwealth)

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
				<ul style="list-style-type: none"> Operating nine Sakai-based collaboration worksites for the Secretary of Technology's Office (estimated yearly \$44,000 savings to the Commonwealth)
<p>The institution complies with policies for the procurement of information technology goods and services, including professional services, that are consistent with the requirements of § 23-38.110 of the Restructured Higher Education Financial and Administrative Operations Act and that include provisions addressing cooperative arrangements for such procurement as described in § 23-38.110</p>	<p>Results of external and internal audits indicate compliance</p>	<p>IT goods and services are procured in compliance with the appropriate policies.</p> <p>No audit findings</p>	<p>IT goods and services are procured in compliance with the appropriate policies.</p>	<p>IT goods and services are procured in compliance with the appropriate policies.</p>

**UNIVERSITY OF VIRGINIA
FINANCE AND ACCOUNTING
FY2007-08 Performance Measures**

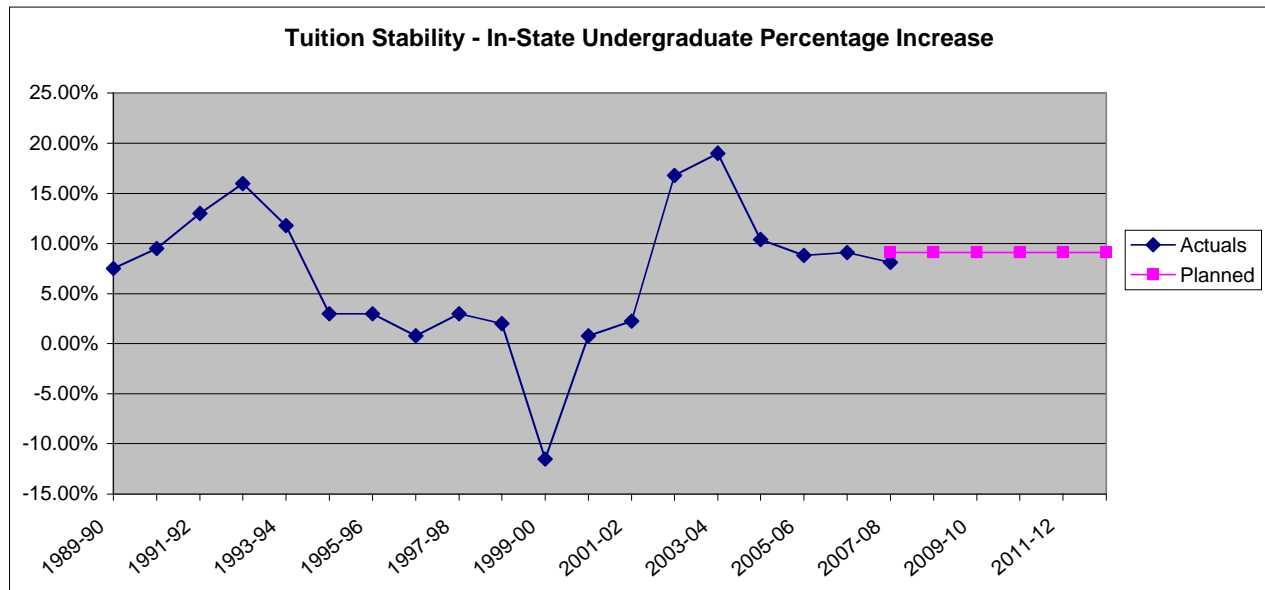
General Accountability Measures

- Compliance with current and/or revised Commonwealth management standards, including unqualified audit opinion and no material audit findings
- Compliance with Board of Visitors approved restructuring policy
- Maintain an independent and effective internal audit function reporting directly to the Board of Visitors and have no significant internal audit findings

Specific Performance Measures

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
Stability of tuition and fee increases over time	Trend in-state undergraduate tuition and fee percentage increases from 1990-2005 compared to percentage increases over the timeframe of the six-year plan	See graph	See graph	See graph (8.1% actual increase compared to 9.1% planned)
Bond rating from at least one of three rating agencies	An unenhanced rating received in the last three years within the double –A range or better from either Moody’s, S&P, or Fitch	AAA	AAA	AAA
Annualized investment returns earned on operating cash balances invested by the institution over a rolling three year period	The annualized yield on the 91-day Treasury Bill Index over a rolling three year period	Not applicable	The one-year return for the fiscal year, 7/1/06 to 6/30/07, on operating cash was 5.46%. Comparatively, the one-year return on the 91-day T-bill was 5.21%.	The return on operating cash, 7/1/06 to 6/30/08, on operating cash was 3.85%. The return on the 91-day T-bill, 7/1/06 to 6/30/08, was 4.27%.
Debt burden ratio (actual annual debt service on long-term debt, excluding commercial paper or other bond anticipation notes, divided by total operating expenses)	Equal to or less than 7%	1.95%	2.18%	1.94%
Write off of bad debts from tuition, fees, room, and board charges	Less than or equal to 1% of prior year's operating revenues, over a rolling three year period	.006%	.004%	.013%

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
Percentage of recovery of delinquent accounts receivable sent to outside collection agencies or litigation	Greater than or equal to 10% of dollar value of the accounts referred to collection agencies, averaged over the last three years	16.35%	17.02%	15.35%
Amount of need-based financial aid for undergraduate Virginia students	Trend data against a baseline calculation in 2005-06	\$20,685,551	\$21,840,299	\$26,802,173
Amount of need-based grants for undergraduate Virginia students	Trend data against a baseline calculation in 2005-06	\$14,215,897	\$16,007,299	\$19,477,711



**UNIVERSITY OF VIRGINIA
CAPITAL OUTLAY, LEASES, AND REAL ESTATE
FY2007-08 Performance Measures**

General Accountability Measures

- No material audit findings
- Compliance with Board of Visitors (“BOV”) approved restructuring policy
- Regular reports to the BOV by the designated building official related to his/her duties as the official responsible for project compliance with the building code. The building official has direct access to the BOV.
- Compliance with the Restructuring Act’s reporting requirements for all BOV project authorizations
- All Certificates of Use issued subsequent to the State Fire Marshal’s favorable occupancy report

Specific Performance Measures

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
Number of days on average for institution to process change orders locally	25 days	4 days	3 days 285 change orders processed (total value of \$20,201,218) 22 days saved on average \$121,760 total cost savings	3.8 days 361 change orders processed (total value of \$12,385,461) 20 days saved on average \$67,866 total cost savings.
Number of days on average for institution to complete full code and fire and life safety reviews	71 days for new construction 42 days for renovation and infrastructure ³	11 days	11 days on average to complete code review. 16 days on average for new construction; 8 days for renovation. <u>Total cost savings:</u> \$280,078 for new construction \$112,078 for renovation	10 days on average to complete code review. 20 days on average for new construction; 9 days for renovation. <u>Total cost savings:</u> \$1,631,933 for new construction \$138,834 for renovation
Number of days saved by BOV approval of NGF projects compared to state approval	Number of days that would have been required from BOV approval to: a) Appropriation Act effective date OR b) Governor emergency approval	Not applicable	<u>Wise Chancellor's residence</u> (cost \$1 M) 221 days saved (compared to legislative process [LP]) 60 days saved (compared to Governor's emergency process [GEP]) <u>McCue renovations</u> (cost \$3 M) 506 days saved (compared to LP) 60 days saved (compared to GEP) <u>Total cost savings</u> \$476,430 over LP \$65,752 over GEP	<u>Old Medical School 3rd Floor Lab Renovation – Dr. Rich</u> (cost \$2.8 M) 328 days saved over legislative process (LP) 60 days saved over Governor's emergency process (GEP) <u>Old Jordan Hall 4th Floor Department of Medicine Renovation</u> (cost \$3 M) 328 days saved over LP 60 days saved over GEP <u>Law School Faculty Office Renovation</u> (cost \$2,537,500) 328 days saved over LP 60 days saved over GEP

³ No recent BCOM U.Va. review history as U.Va. has been completing delegated code reviews since 1996. This also represents review of CDs only.

Capital Outlay, Leases, and Real Estate
 FY2007-08 Performance Measures

Measure	Benchmark	FY 2005-06 Baseline	FY 2006-07	FY2007-08
				<p><u>Scott Stadium Waterproofing</u> (cost \$2,537,500) 328 days saved over LP 60 days saved over GEP</p> <p><u>Monroe Hall Maintenance & Adaption</u> (cost \$3,960,000) 328 days saved over LP 60 days saved over GEP</p> <p><u>UH Emergency Power Upgrade Phase I</u> (cost \$2,537,500) 328 days saved over LP 60 days saved over GEP</p> <p><u>Rugby Administrative Building Renovation</u> (cost \$17.7) 447 days saved over LP 60 days saved over GEP</p> <p><u>Acquire 2400 Old Ivy Road</u> (cost \$5,916,500) 209 days saved over LP 60 days saved over GEP</p> <p><u>Physical/Life Sciences Building</u> (cost \$88.9 M) 209 days saved over LP 60 days saved over GEP</p> <p><u>Ivy Translational Research Building</u> (cost \$93.3 M) 209 days saved over LP 60 days saved over GEP</p> <p><u>Expand/Replace Science/Engineering Chiller Plant</u> (cost \$21 M) 448 days saved over LP 60 days saved over GEP</p> <p><u>Total Cost Savings</u> \$18,260,644 over LP \$3,453,589 over GEP</p>
Average number of days for institution to approve a lease	Average number of days for Real Estate Services to approve a lease (U.Va. and VT proxy data) 187 days before delegation	Not available	11 days (average for 15 leases)	13 days (average for 12 leases)

UNIVERSITY OF VIRGINIA
Management Agreement VCCS Transfer Enrollment:

The Management Agreement commits VA Tech, the University of Virginia, and the College of William and Mary in Virginia to collectively enroll VCCS and Richard Bland College transfers (i) by the 2007-08 fiscal year, not less than approximately 300 new such transfer students each year over the number enrolled in 2004-05, for a total of approximately 900 such transfer students each year, and (ii) by the end of the decade, not less than approximately 650 new such transfer students each year over the number enrolled in 2004-05, for a total of approximately 1,250 such transfer students each year. UVa's proportionate share will be 282 total transfers by 07-08 and 392 by 09-10.

Institution	2004-05 Transfers	% of Total	2006-07 Actual	2007-08 State Target	2007-08 Actual	2009-10 State Target
CWM	45	7.5%	104	68	118	94
Va. Tech	367	61.2%	462	551	550	765
UVa	188	31.3%	234	282	299	392
TOTAL	600	100%	800	900	967	1250

*This number represents any transfer student entering UVa in either the fall, spring, or summer term of an academic year whose most recent previous school attended is a VCCS institution. If a student transferred from a VCCS institution to a four-year institution and then transferred to UVa, they are not included in this number. However, if a student attended a VCCS institution, sat out a year or more, and then transferred to UVa, they are still counted as a VCCS transfer.

UNIVERSITY OF VIRGINIA
Management Agreement Economic Development

Required to work with an economically distressed region and stimulate economic development and improve student achievement and teacher and administrator skill sets in a school division.

Selected the Coalfield Region of Southwest Va. Partnering with UVA-Wise and Virginia Coalfield Economic Development Authority (VCEDA).

Plan focuses on: Business Support; Health Care; K-12 Education

Submitted action plan to the Governor and the General Assembly in December 2006 and progress reports on August 31, 2007, and August 27, 2008.

Management Agreement Research

In addition to the University's six-year target (\$337 M by 2011-12), the institution commits to match from institutional funds, any additional research funds provided by the state in the Appropriation Act above the amount provided from institutional funds for research in 2005-06.

In the recent research report (October 1, 2008) submitted to the Chairman of the House Appropriations and Senate Finance Committees the following was reported: As a result of the state's investment of \$21.3 million (\$13.45 million GF and \$7.85 million ETF), the University has received \$79.86 million in external federal and private funds (excluding any pending funding), representing a return of 375% and an increase of \$27.26 million from FY07.

UNIVERSITY OF VIRGINIA
Management Agreement Financial Aid
First-Year Students (does not include transfers)

Metric	2004-05 (Baseline)	2006-07	2007-08
Applications from low-income students	701	790	951
Low-income applicants offered admission	267	301	304
Low-income applicants who accepted offers	133	172	180
Yield of low-income students	50%	57.14%	59.21%
Percentage of low-income students in student body (first-time first-year students)	4.30%	5.56%	5.54%

Cap Need-based Loans to a Maximum of 25% of Total In-state Cost of Attendance
Target: Middle-income Students (family income between \$75,000 and \$149,999) *

Metric	2004-2005 Baseline*	2006-2007	2007-08
1 st -Year Applications from middle-income students	3,053	3,312	3,461
Participation of financial aid recipients in study abroad, internships, volunteer work, student activities, etc.	National Survey of Student Engagement Enriching Educational Experiences Index (based on 11 questions, 100 point scale) 1st Year Need-based financial aid recipients Mean=31.9 n=359 4th Year Need-based financial aid recipients Mean=47.4 n=249 Survey of Financial Aid Recipients Individual question data available upon request (study abroad, community service, hours spent participating in co-curricular activities)**	NSSE is being administered again in the spring of 2008; results will be available Fall 2008	National Survey of Student Engagement Enriching Educational Experiences Index (based on 11 questions, 100 point scale) 1st Year Need-based financial aid recipients Mean=31.3 n=253 4th Year Need-based financial aid recipients Mean=48.2.4 n=163 Survey of Financial Aid Recipients Individual question data available upon request (study abroad, community service, hours spent participating in co-curricular activities)***

Financial Aid
 FY2007-08 Performance Measures

Metric	2004-2005 Baseline*	2006-2007	2007-08
Post graduate choices and starting salaries	<u>Survey of Financial Aid Recipients</u> Plans of fourth-year need-based financial aid recipients 59.9% work full time n=122 23.8% full-time grad school n=48 2.6% volunteer work n=5 84.1% 4th-year need-based financial aid recipients satisfied or very satisfied with opportunities for involvement in extra-curricular activities**	NA (survey conducted every third year)	<u>Survey of Financial Aid Recipients</u> Plans of fourth-year need-based financial aid recipients 55.3% work full time n=57 30.1% full-time grad school n=31 1.9% volunteer work n=2 85.5% n= 88 4th-year need-based financial aid recipients satisfied or very satisfied with opportunities for involvement in extra-curricular activities***

* Beginning fall 2005; full implementation by fall 2008.
 ** Full report available upon request: AccessUVa Year One.
 *** Full report expected spring 2009.

Metric	Baseline ****	2006-2007	2007-08
Usage figures of educational programs provided on financial planning and debt management	NA	NA	200 students participated in 9 financial literacy workshops conducted by Student Financial Services. 60 students participated in a trial implementation of an Identity Theft Module, which will be available to all new students in March 2009.
Percent of financial aid applicants participating in financial management programs	NA	NA	2.8%

Financial Aid
 FY2007-08 Performance Measures

Metric	Baseline ****	2006-2007	2007-08
Evaluation of effectiveness of the educational programs	NA	In process for 2006-07 pilot study. Pre-post surveys of participants and non-participants. Results expected, Spring 2008	Survey results indicate that workshop participants (Pell Grant recipients), compared to other Pell recipients who did not participate in the workshop, had twice the increase in mean score on a knowledge of financial literacy index. Workshop participants exhibited healthy financial behaviors, including paying bills on time, not bouncing checks, and having no or low credit card debt. *****

**** No baseline measures as programs were designed as part of terms of Management Agreement.

***** Supplemental report available upon request: Supplement to the 2007 AccessUVa Surveys' Report: Financial Literacy Surveys

MANAGEMENT AGREEMENT PERFORMANCE MEASURES

Definitions and Methodologies for 2007-2008 Measures

Human Resources

Measures and Calculations

1. Percentage of staff turnover- An indicator of staff stability and satisfaction. The voluntary turnover of salaried classified and university staff employees (non-faculty) includes leaving the area; transferring to another agency; obtaining a better job; and leaving for personal reasons, job dissatisfaction or pursuit of education. The data excludes retirements, dismissals, death, and termination of restricted appointment (e.g., grant funded or temporary appointments). This measure is calculated by dividing the number of total voluntary staff turnovers for the fiscal year by the total salaried staff workforce on a snapshot date. The College and University Personnel Administrators ("CUPA") organization provides a benchmark of an average range of 9% - 11% staff turnover based on size of institutional budget.
2. Internal transfers/promotions- Measures the extent to which an institution hires or promotes from within. Internal movements include staff promotions, transfers, and appointments of current wage employees to salaried staff positions. This measure is calculated by dividing the number of internal hires for salaried staff positions for the fiscal year by the total number of staff hires in salaried positions for the fiscal year. CUPA provides a benchmark of an average range of 18% - 41% based on the size of institutional budget.
3. Effectiveness of the classification process- The average number of days for Human Resources to process staff classification requests (new positions and existing positions) based on the date the complete and formal request was received in Human Resources until the department was notified. This measure is calculated by dividing the total number of days from receipt to notification of decision by the number of requests processed for the fiscal year. CUPA provides a benchmark of an average of 7-16 days based on the size of the institutional budget.
4. Average number of days to hire staff- Average number of days to hire staff, from recruitment posting to the candidate's acceptance or effective date of hire (start date). This measure is calculated by dividing the total number of days from the date of posting to the start date *by* the total number of salaried staff positions filled during the fiscal year.
5. Compliance with Restructuring Act election provisions- This measure tracks (i) the percent of total employees who are participating in the state HR system and (ii) the percent of current employees who have elected to participate in the institutional HR system.

Procurement and Surplus Personal Property

Measures and Calculations

1. SWaM performance- This measure reports total SWaM performance during the current fiscal year as established by each institution and submitted to DMBE in their SWaM Plan. It is intended to measure how successful the institution has been in achieving supplier diversity through its procurement and outreach programs. There are two calculations relevant to this measure. The first is the percentage of discretionary expenditures from the three classes of businesses in the definition of SWaM firms (minority owned business, women owned businesses, and small businesses). The second is the total expenditures from SWaM firms measured by overall SWaM spend.
2. Operational efficiencies- Measures efficiencies and economies achieved through adoption of best practices for electronic procurement. This measure is calculated by the total dollar volume of transactions sent to the state e-procurement system: eVA.
3. Cooperative procurement- This measure reports the number of cooperative contracts that the Virginia Association of State Colleges and University Purchasing Professionals (VASCUPP) has available for member use. The intent is to demonstrate that the VASCUPP members are continuing to work together to leverage their procurement resources and create more contracts. Maximizing the use of term contracts is a widely accepted best practice. The measure data is the number of cooperative contracts in the VASCUPP contract database.
4. Vendor Protests- The intent of this measure is to demonstrate that procurement is being practiced fairly and objectively. All vendors are allowed to protest any award decision. In order to have a successful protest, they must show that the correct evaluation process was not followed or that there was an existing element that unfairly disadvantaged them. The measure data is the number of protests received from suppliers that have a legal basis for the protest.

Information Technology

Measures and Calculations

1. Completion of major information technology projects- The percentage of major information technology projects completed during the reporting period that met their approved schedules and budgets, compared to the industry average. Major information technology projects, as defined in the Management Agreement, are included in determining the percentage. The industry average is obtained from the annual Standish Group CHAOS survey.
2. Convenient access to a distributed learning and collaboration environment- All faculty and students have convenient access to a distributed learning and collaboration environment, with course management systems in support of such services as online content, student information systems, and library systems updated as major changes in technology warrant. This goal is measured by 1) the percentage of course sections offered during the reporting period that utilizes course management systems 2) the number of unique users of any other collaborative environments in place at the institution, such as SAKAI collaboration or SharePoint and 3) indications that course managements, student information systems, and library systems are employing current technology. The count of course sections includes on- and off-campus courses, credit courses, non-credit courses, and lab and discussion course sections tied to lectures. This count excludes course sections with zero enrollments and Summer Session course sections.
3. Collaborative efforts with other institutions- Institutions will leverage their collective expertise to save money and help strengthen security programs. This measure will be tracked with a list of IT-related collaborative efforts among institutions within and/or outside Virginia aimed at saving money and/or strengthening security programs. Only significant, formalized collaborations will be included in this list.
4. Compliance with procurement of information technology- The institution complies with policies for the procurement of information technology goods and services, including professional services, that are consistent with the requirement of § 23-38.10 of the Restructured Higher Education Financial and Administrative Operations Act and that include provisions addressing cooperative arrangement for such procurement as described in § 23-39.110. Results of external and internal audits will provide indications of policy compliance.

Finance and Accounting

Measures and Calculations

1. Stability of tuition and fee increases over time- This includes tuition, E&G fees and comprehensive fees (generally auxiliary fees for athletics, student activities, parking, etc.), but excludes room and board. This measure is tracked by the trend of in-state undergraduate tuition and fee percentage increases from 1990-2005 compared to percentage increases over the timeframe of the six year plan.
2. Bond Rating- Bond rating from at least one of three rating agencies (Moody's, S&P, or Fitch). This measure is tracked by receiving an unenhanced rating in the last three years within the double-A range or better from either Moody's, S&P or Fitch.
3. Annualized investment returns- This is measured by annualized investment returns earned on operating cash balances invested by the institution over a rolling three year period. Investment returns include realized and unrealized gains and losses, interest, dividends, etc. reported net of fees on an accrual basis. Operating cash balances include (in FY08 and future years), E&G funds, auxiliary funds, recovered overhead, etc., but exclude endowment funds and foundation funds. Operating cash balances for FY07 will only include local funds excluding endowment and foundation funds. This measure is tracked by the annualized yield on the 91-day Treasury Bill Index over a rolling three year period. The FY 2006-07 submission is based on a one-year return.
4. Debt burden ration- This measure is calculated by dividing the actual annual debt service on long-term debt (excluding commercial paper or other bond anticipation notes) by total operating expenses (operating expenses as reported on SRECNA). Debt service would also exclude all debt service payments for current refunded long-term debt, as well as all debt service payments on advanced refunded long-term debt that have been legally defeased.
5. Write off of bad debts from tuition, fees, room and board charges- This percentage should be less than or equal to 1% of prior year's operating revenues, over a rolling three year period (Operating Revenues as reported on the Statement of Revenues, Expenses, and Change in Net Assets, SRECNA).
6. Recovery of delinquent accounts receivable- Measured by the percentage of recovery of delinquent accounts receivable sent to outside collection agencies or litigation (adjusted for write-offs as appropriate at each institution). The goal for this measure is to recover greater than or equal to 10% of dollar value of the accounts referred to collection agencies, averaged over the last three years.
7. Need-based financial aid for undergraduate students- Amount of need-based financial aid for undergraduate Virginia students, as reported in the SCHEV S8/FA report.
8. Amount of need-based grants for undergraduate students- Amount of need-based grants for undergraduate Virginia students, as reported in SCHEV S8/FA report.

Capital Outlay, Leases, and Real Estate

Measures and Calculations

1. Average number of days to approve change orders. – Measured by the time required (and subsequent cost savings) by the institution approving change orders in comparison to the state. This is important because the more time taken to approve change orders, the higher the cost due to construction inflation. The initial measure equals the average number of days to process change orders with an associated financial impact calculated by cost of each change order multiplied by [Benchmark minus days taken processing the change order] multiplied by the construction inflation rate for all change orders processed.
2. Average number of days for the institution to complete code reviews– This measure is the time required (and subsequent cost savings) by Institution Code Review Group (CRG) to review design drawings. Each additional day for review increases the construction cost by the construction inflation rate. The initial measure equals average number of days for code review with an associated financial impact calculated by the project cost multiplied by [Benchmark minus CRG review time] multiplied by the construction inflation rate for all projects reviewed.
3. Number of days saved by BOV approval compared to state approval – This measure is the time and associated cost savings incurred due to BOV final approval of NGF capital projects. This time savings translates into a cost savings because construction inflation increases the project cost for each day a funded project waits for approval. The measure is calculated by comparing the number of days required in the state process to the number of days it takes an institution to approve. The cost savings/avoidance is calculated by the project cost multiplied by [Benchmark minus BOV approval time] multiplied by the construction inflation rate) for all BOV approved NGF projects.
4. Average number of days to approve a lease. – The measure is the total number of days for the approval of a lease, calculated by adding together the number of days each approving official takes to approve the lease. Expedition of the leasing process yields more responsive service to lease clients and the ability to take advantage of the occasional favorable market. The average number of days is calculated by dividing the total number of days lapsed during the signature approval process(es) by the total number of leases approved.