

<b>Business and Financial Services</b>	
Central Cashier	1. # of Transactions Processed per Cashier FTE
	2. Department Cost per Transaction
	3. Student Registration Payments - Echeck vs. Manual
	4. # of Return Checks and Total Cost of processing returned checks
Disbursements	1. Payment Types
	2. PO/Invoice Processing
	3. Cost of Processing Various Payment Types
	Department Order Invoices vs. Express Card Transactions
	Percent of Electronic vs. Paper Transactions
	Transaction Totals- Electronic Process vs. Paper Invoices
	Average Cycle Time Per Purchase Order Payment
	Percent of Direct Deposit Payments
Equipment Management	\$ Value of Inventorial Goods/Equip Management FTE
	# Inventorial Items/Equipment Management FTE
General Accounting	1. # of Campus Org Codes/GA FTE
	2. Electronic Bank Deposits/GA FTE
	3. % of Asset & Liability Accounts
	General accounting and external reporting wage rate
Mail Services	1. FedEx Payment - Express Mail to increase
	2. SendSuite Shipment - Outgoing Mailing
	3. SendSuite Shipment - Postal Center Shipping
	4. Department Cost/Piece of Mail Processed
	5. Pieces of Mail Processed/Dept FTE
	6. Department Cost/Piece of Mail Processed
Material Support Ser	1. Shipping - Percent of Hazardous Materials Shipped
	2. Surplus Sales - Stabilizing the Operating Income
	3. Receiving - Packages Handled Per FTE
Office of Post Award	1. Research \$'s per OPAFS FTE
	2. Annual % Research Accounts Receivable >120 Days
	3. # of Awards per FTE
	4. Total R&D Expenditures
	5. AR Collected <120 days
	6. Awards Total \$ by VC Area; Type of Awards by VC Area
Payroll	1. Payroll Dept Cost/Payroll Payment
	2. % of Employees on Direct Deposit
	3. % of All Manual Payments that are Final Wages
	4. % of Employees Receiving Electronic Forms W-2 (Cohort)
	5. Post all payroll forms on intranet site
	6. Link Payroll Changes to Employee Changes/Human Resources (IE - Employee getting married, Employee turning 55 (pension)
	7. Number of full-time payroll employees per 1,000 employees paid
	8. Adjusted Total Payroll Office Salary Costs by UC Campuses
	9. Cost per Form W-2
	10.% of Exception Payments
Procurement & Contr	1. Strategic Sourcing Agreement – Projected Spend and Savings
	2. Transactional Contract Compliance
	3. Transaction Adoption of Preferred Buying Channels
	4. Transaction Adoption of Suppliers by VC area
	5. Total Cost of the Procurement Cycle per Purchase Order
	6. Customer Adoption and Preference
	7. Customer Usage and Adoption
	8. Purchase Request to Order Cycle Time
Student Business Ser	1. Perkins Loans Default Rates (Cohort)
	2. % of Undergrad using TRIP
	3. % of E-Check Transactions/Total Transactions
	4. Bank Loans Default Rates
	5. % of Students using Deferred Payment Plan (DPP)
	6. % of Students who participate in Entrance and Exit Counseling

Travel	1. Connexus as % of Airfare ☐
	2. Customers Reached per Outreach Effort☐
	3. Travel Expenses Processed by MyTravel - # of expenses processed and Total \$ amount processed☐
	4. Claims for Meetings & Entertainment MyTravel - # of Claims processed and Total \$ value associated with each
	5. Top 10 destinations and # trips
	6. Average air fare expensed for each and average hotel room rate expenses for each
	7. # of Direct Payments - T & E Card
	8. % of Entertainment Claimed Completed Online
	9. % of Eligible Travel Expense Claims Processed by MyTravel vs. Paper
	10. % of Expense Claims Processed Through MyTravel
	11. % of Accurate Entertainment Claims
<b>Administrative Computing and Telecommunications</b>	
	1. Student Supported Per Central IT Staff Member (Cohort)
	2. Central IT Funding Per Student (Cohort)
	3. % of Total Central IT Funds Spent on IT Staff Compensation
	4. Campus Computers per Student
	5. # of IT Supervisors and IT Helpdesk Employees per Department.
<b>Human Resources</b>	
Benefits	1. Faculty & Staff Participants in Voluntary Tax Deferred Plan @% Total Eligible
	2. # of Days of Sick Leave/Year per employee (Payment for Sick Leave per employee)
	3. Average PTO/year per employee
	4. Tuition Reimbursement/employee (whether for employee or for family member)
Compensation	1. Cycle time for Classifying all positions☐
	2. Cycle time for Classifying new positions☐
	3. Cycle time for reclassifying vacant pos for recruitment☐
	4. Cycle time for reclassifying of existing pos not vacant☐
	5. # of Promotions received per employee duration
	6. Annual bonuses as a percentage of average individual salary.
Employee Relations	1. % of Corrective actions/no of career staff☐
	2. % of formal grievances/ER total contacts
Equal Opp/ Staff Aff /	1. # of Day..distribute VC workforce reports☐
	2. % of dept consulted/total # of departments☐
	3. Female and Minority Career Staff Representation by VC Area
	4. % of compliance with Employee Equity/Affirmative Action training?
FSAP	1. Overall utilization Rate @% eligible faculty/Staff
	2. Penetration rate of new first time users/total headcount
Labor Relations	1. Cases closed as %/total cases filed☐
Staff Ed & Developme	1. # of enrollment in learning management system☐
	2. Ration of more than satisfied participants to less than satisfied participants☐
	3. Training completed as a percentage of training required.
	4. Cost Savings as a result of UCSD-specify web-based tutorials.
Staff Employment	1. Recruitment Efficiency: duration from requisition receipt to posting☐
	2. Measure of recruitment costs such as time required and cost spent VS Quality of Candidates
	3. Number of faculty / staff who are UC Graduates in relation to Non-UC graduates.
	4. Staff turnover as a percentage of total FTE.
	5. Number of faculty / staff that are eligible to retire as a percentage of total faculty / staff FTE.
	Average Cycle Time: # Days Positions are Open Until Firing Offer is Extended
	% of Staff Career Vacancies Filled by Internal Promotion and Transfer
Temporary Employme	1. Departments' evaluation of TES employees☐
	2. Departments' evaluation of TES services☐
ACCS (Emp Rehab)	Average Cost of Job Accommodation
	% Job Accommodation Implemented/Job Accommodation Recommended
	Discrimination Disability Claims Systemwide vs. UCSD
Human Resources Ge	Total Employee headcount/HR Dept FTE
	HR Total Budget/Total Employee Headcount
	HR Expense Percent
<b>Housing &amp; Dining</b>	
Dining	Food Cost @% Revenue
	Total Direct Cost @% Revenue
	Labor Cost @% Food Svc Revenue
	Retail Sales per Transaction
Housing	Major Maintenance Contribution @% of Replacement Value (Expenditures)
	Major Maintenance Contribution @% of Replacement Value (Transfer)
	Debt Service Ratio
	Reserve Balance Ratio
	Principal & Interest/Total Revenue Ratio
	Bottom Line Ratio

<b>External Affairs</b>		
	Alumni Affairs	1. Alumni Engagement 1a. Alumni correspondence to/from college? (% who correspond per geographic area per campus)
		2. Alumni Participation 2a - Alumni Participation in Reunion Events 2b - # of Student/Alumni groups across geographic area?
		3. Private Support - Giving by Size of Gift
		4. Student Engagement & Philanthropy
		5. Quality of Alumni Data 5a. % of Alumni who have a working email address? 5b. How many times campus updates Alumni contact information?
		6. Associated Generated Revenue
		7. Volunteer Leaders 7a. Volunteer leaders per # of students or per alumni classes (this might be a better tracking to see how many volunteers are needed)
		8. Gift Purpose Comparative
Health Sciences Deve		1. Total \$ Raised, goal vs. actual
		2. Total Gifts Raised, goal vs. actual
		3. Total Solicitations, goal vs. actual
		4. Prospects Managed, goal vs. actual
		5. Activities, goal vs. actual
		6. Moves, goal vs. actual
		7. \$ Raised, goal vs. actual
University Developme		1. Financial goals and achievement, 2010 & 2011
		2. Invent the Future Campaign
		3. Comparison of new first time donors - what are you comparing here? Comparison of first time donors per geographic region/job industry
		4. Retention of 2010 donors
		5. Successful Closures
		6. Development training per FTE
		7. \$ Raised per FTE
Foundation & Adv Se		1. Endowment - Total annual return
		2. Endowment pool market value
		3. Total asset at market value
		4. Total number of open funds
		5. Student Engagement & Philanthropy - % of total active students who give, average donation of students who give
		6. Grants to campus
		7. Number of general ledger transactions
		8. Number of transactions per FTE
		9. Number of request for fund processed
		10. Number of gifts processed
		11. Gift acceptance - Transactions per FTE
		12. Gift Purpose Comparative - % of each purpose out of total gifts in period, average donation per gift purpose
<b>Resource Management &amp; Planning</b>		
	Bookstore	Net Sales
		Personal Expense @% Sales
		Retail Inventory Turnover
		Gross Margin Return On Investment
		Net Sales/Sq. Ft Selling Space
		Net Sales/Student FTE
	Facilities Managemer	Cost of OMP per MGSF
		Deferred Maintenance Backlog % of CRV
		Energy Consumption: BTU/Sq. Ft
		Waste Diversion by Material Type
		Purchased Utilities Savings
	Imprints	Equipment Repair Response Time
		Equipment/Manpower Ratio

Parking	Parking Operating Cost/Space
	Parking Fee Revenue/Space
	Parking Net Revenue/Space
	Enforcement Cost/Space
	Citation Revenue/Space
	Parking Maintenance Cost/Space
EH&S	Hazardous Waste Volumes Processed and Disposed
	EH&S Department Cost
	Hazardous Chemical/Radioactive/Medical Waste Management & Disposal Cost per \$100 Research
	EH&S Department Cost/\$100 Federal Research Grant Expenditures
Risk Management	Incidence Rate
	Severity Rate
	Paid & Reserved on Claims per 100 FTE
	Total Salaries and Total Premiums
	General Liability Reserves for Open Claims
Police	Ratio of Police Officers to 1,000 Population
	# Violent Crimes per 1000 Student, Faculty & Staff Headcount
	# Property Crimes per 1000 Student, Faculty & Staff Headcount
<b>Financial Benchmarks</b>	
Telecommunications	Lists Profitability, Efficiency, and Leverage by Fiscal Year
Housing	Lists Profitability - % Excess Revenue, Accumulated Earnings, Debt Coverage, and % of Net Revenue
Bookstore	Lists Profitability - % Excess Revenue, Accumulated Earnings, Debt Coverage, and % of Net Revenue, Retail Inventory Turnover, and Total Debt to Total Assets
Storehouse	Lists Profitability - % Excess Revenue, Accumulated Earnings, Debt Coverage, and % of Net Revenue, Retail Inventory Turnover, and Total Debt to Total Assets
Imprints	Lists Profitability - % Excess Revenue, Accumulated Earnings, Debt Coverage, and % of Net Revenue, Retail Inventory Turnover, and Total Debt to Total Assets
Parking	Lists Profitability - % Excess Revenue, Accumulated Earnings, Debt Coverage, and % of Net Revenue, Retail Inventory Turnover, and Total Debt to Total Assets