

University System of Maryland



Dashboard Indicators 2014

**Board of Regents
Committee on Finance
March 12, 2015**

Office of the Chief Operating Officer/
Vice Chancellor for Administration & Finance

2014 USM Dashboard Indicators

Key Indicators

The 2014 Dashboard Indicators provides a “snapshot” overview of the USM and its institutions. It brings together data from many USM reports and data sets. The indicators noted below were selected to highlight specific trends and challenges drawn from the Dashboards.

Fiscal Indicators

- **Facilities Renewal** – No USM institution met the Board of Regent’s benchmark goal for facilities renewal as two percent of replacement value in FY 2014 and only two institutions were able to maintain or improve their performance at all. This is reflective of the fiscal stress being experienced by USM institutions and is unlikely to rapidly improve under present circumstances.

Indicators Related to Enrollment , Financial Aid Availability & Student Success

Progress under indicators tied to enrollment growth, financial aid, and student success was mixed in 2014. While indicators tied to student retention and institutional aid pointed up in FY 14, enrollment-related indicators moved downwards. A summary of 2014 progress in this area shows the following:

- **Retention** – 2nd year retention rates held or improved at 8 of 9 institutions in the USM. This is a critical indicator to monitor, particularly at institutions that have expanded enrollment to meet USM completion goals, because it represents a key first step in moving students through to graduation. It is also among the most commonly cited figures in discussions of institutional quality and efficiency.
- **Institutional Financial Aid** – Institutional aid is a key element in all of USM’s student success and completion plans. That aid rose to record levels in FY 2014. Additionally, the percentage of dollars devoted to institutional aid, when compared to tuition revenue, rose slightly and has been maintained even as enrollment has grown over the last several years.
- **Maryland Community College Transfers** – The total number of Maryland Community College transfers to USM fell for the first time in several years. The number dropped by 700 overall and at 6 of 10 institutions, including Towson and UMUC, which historically have admitted the largest transfer classes. Although the level of transfers remains very high, this change is important to monitor given the USM’s increased focus on transfers.

Economic Development Indicators

A number of key indicators tied to economic development, both in research and workforce development, showed improvement in FY 14. These include:

- **Company Creation, Patents and Licenses** – Creation of start-up companies continued to grow robustly, and patents issued, and licenses and options executed rose this year. UM-College Park led the way with over 100 companies created. Six institutions in total were credited with creating companies in the last year. This places the USM well along the path to its Strategic Plan goal of creating 325 companies by 2020. Performance on patents and licenses also equaled or exceeded performance in these areas over the last several years.
- **Upper Division STEM Enrollment** – This measure is a leading indicator of progress on the State’s and the USM’s commitments to increase Science, Technology, Engineering, and Math (STEM) degrees. From Fall 2013 to Fall 2014 this figure rose by more than 2,000 students, outstripping the total increase in STEM students at all levels. The change in this year’s upper division STEM enrollment numbers should translate into an increase in the number of undergraduate STEM degrees awarded this year by at least 500 additional degrees.

Summary of 2014 Core Dashboard Indicators

As of 3/3/2015

Note: Data are the most recent available for any given indicator. Years are not the same for all indicators.

#	Indicator	UMCP	UMBC	UMB	BSU	CSU	FSU	SU	TU	UB	UMES	UMUC	UMCES	System
1	Average SAT	1305	1214		881	890	985	1156	1084		861			
2	6-year graduation rate	84%	65%		35%	14%	47%	67%	65%		32%			63%
3	2nd-year retention rate	95%	86%		72%	64%	73%	82%	85%	72%	68%			73%
4	Afr.-Amer., Hispan., & Native Amer. as % of total undergraduates	21%	22%		92%	85%	29%	16%	21%	51%	75%	46%		33%
5	% of applicants who were admitted (new freshmen & transfer students)	49%	64%		57%	43%	62%	60%	61%	70%	63%			
6	MD community college transfers	2234	1351		310	256	476	730	2142	630	181	2574		11182
7	Resident undergrad tuition & fees	\$9,427	\$10,384		\$7,299	\$6,132	\$7,982	\$8,560	\$8,590	\$8,018	\$7,287	\$6,834		\$8,833
8	% of undergraduates receiving financial aid	66%	70%		80%	88%	81%	74%	70%	86%	86%	61%		
9	graduation	\$25,254	\$22,755		\$27,833	NA	\$20,058	\$23,545	\$23,812	NA	\$28,486			
10	Average alumni giving rate	5.8%	3.7%		5.9%	11.0%	4.7%	7.3%	4.3%	5.6%	2.5%	2.0%		
21	Average faculty salary	\$122,160	\$94,379		\$73,818	\$72,201	\$74,693	\$77,848	\$78,288		\$70,881			
22	Faculty salary %ile	94	75		69	68	52	69	73		72			80
23	Awards per 100 full-time faculty (5yrs.)	4.3	2.3											
24	Student to faculty ratio (X FTE students per 1 FTE facult	18	20	6	16	14	15	16	16	16	14			
31	Total R&D expenditure per full-time faculty	\$358,316	\$168,277	\$249,379*							\$51,162			
32	U.S. Patents issued	38	5	25										68
33	Adjusted gross license income received	\$575,485	\$191,721	\$835,817										
34	Licenses & options executed	18	1	23										42
35	Upper division STEM enrollment	6161	3582		319	111	445	658	1530	286	425	6613		20130
38	Number of start-up companies	103	4	15			4	3	0	0	1			131
41	Expenditures for instruction as % of total operating expenditures	32%	34%	25%	40%	35%	40%	47%	42%	39%	41%	28%		
42	Expenditures for administration as % of total operating expenditures	8%	11%	9%	18%	23%	17%	14%	14%	23%	12%	13%		
43	Fund balance increase: goal achieved	Not met goal	Met goal	Met goal	Met goal	Met goal	Not met goal	Met goal	Met goal	Not met goal	Not met goal	Met goal	Met goal	
44	% of fundraising goal achieved	127%	84%	66%	89%	92%	118%	146%	116%	111%	115%	133%	180%	
51	Classroom utilization rate	71%	65%		65%	NA	55%	68%	65%	52%	69%			66%
52	Facilities renewal \$ as % of replacement value	1.4%	0.7%	0.8%	3.0%	0.2%	0.6%	1.2%	2.3%	0.6%	0.2%		0.4%	1.1%
53	methods	21.0%	18.3%		12.7%	16.3%	21.6%	17.9%	11.1%		14.8%			16.9%
54	Time to degree (Semesters)	8	8.6		9.3	9.5	9.0	8.5	8.5		9.3			8.5
55	Teaching workload: courses per FTE faculty	5.6	6.9		7.8	8.5	7.3	7.3	7.2	7.3	7.4			

*Includes only medical school faculty

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Is performance *IMPROVING* on the Dashboard Indicators?*

● Same or better

● Worse

As of 3/3/2015

	#	Indicator	UMCP	UMBC	UMB	BSU	CSU	FSU	SU	TU	UB	UMES	UMUC	UMCES
Student: Access, Affordability, and Attainment	1	Average SAT	●	●		●	●	●	●	●		●		
	2	6-year graduation rate	●	●		●	●	●	●	●		●		
	3	2nd-year retention rate	●	●		●	●	●	●	●	●	●		
	4	Afr.-Amer., Hispan., & Native Amer. as % of total undergraduates	●	●				●	●	●	●		●	
	5	% of applicants who were admitted (new freshmen & transfer students)												
	6	MD community college transfers	●	●		●	●	●	●	●	●	●	●	
	7	Resident undergrad tuition & fees												
	8	% of undergraduates receiving financial aid	●	●		●	●	●	●	●	●	●	●	
	9	Average undergraduate debt burden upon graduation	●	●		●		●	●	●		●		
	10	Average alumni giving rate	●	●		●	●	●	●	●	●	●	●	
Faculty	21	Average faculty salary	●	●		●	●	●	●	●		●		
	22	Faculty salary %ile	●	●		●	●	●	●	●		●		
	23	Awards per 100 full-time faculty (5yrs.)	●	●										
	24	Student to faculty ratio	●	●	●	●	●	●	●	●	●	●		
Economic & Workforce Developmt.	31	Total R&D expenditure per full-time faculty	●	●								●		
	32	U.S. Patents issued	●	●	●									
	33	Adjusted gross license income received	●	●	●									
	34	Licenses & options executed	●	●	●									
	35	Upper division STEM enrollment	●	●		●	●	●	●	●	●	●	●	
	38	Number of start-up companies	●	●	●			●	●	●	●	●		
Stewardship	41	Expenditures for instruction as % of total operating expenditures	●	●	●	●	●	●	●	●	●	●	●	
	42	Expenditures for administration as % of total operating expenditures	●	●	●	●	●	●	●	●	●	●	●	
	43	Fund balance increase: goal achieved	●	●	●	●	●	●	●	●	●	●	●	●
	44	% of fundraising goal achieved	●	●	●	●	●	●	●	●	●	●	●	●
Effectiveness & Efficiency	51	Classroom utilization rate	●	●		●		●	●	●	●	●		
	52	Facilities renewal \$ as % of replacement value	●	●	●	●	●	●	●	●	●	●		●
	53	% of undergrad credits from non-traditional methods	●	●		●	●	●	●	●		●		
	54	Time to degree (Semester)	●	●		●	●	●	●	●		●		
	55	Teaching workload: courses per FTE faculty	●	●		●	●	●	●	●	●	●		
Improved/Same			21	18	9	14	15	16	15	17	9	16	6	2
Worse			6	9	2	6	3	6	7	5	6	6	3	1

* The most recent year compared with the average of previous 3 years.

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Is performance ADEQUATE on the Dashboard Indicators?

● Same or better ● Worse

As of 2/27/2015

	#	Indicator	UMCP	UMBC	UMB	BSU	CSU	FSU	SU	TU	UB	UMES	UMUC	UMCES
Student: Access, Affordability, and Attainment	1	Average SAT	●	●		●	●	●	●	●		●		
	2	6-year graduation rate	●	●		●	●	●	●	●		●		
	3	2nd-year retention rate	●	●		●	●	●	●	●	●	●		
	4	Afr.-Amer., Hispan., & Native Amer. as % of total undergraduates	●	●				●	●	●	●		●	
	5	% of applicants who were admitted (new freshmen & transfer students)												
	6	MD community college transfers		●		●	●	●	●	●		●	●	
	7	Resident undergrad tuition & fees												
	8	% of undergraduates receiving financial aid		●		●	●	●	●	●	●	●	●	
	9	Average undergraduate debt burden upon graduation	●	●		●		●	●	●		●		
	10	Average alumni giving rate												
Faculty	21	Average faculty salary	●	●		●	●	●	●	●		●		
	22	Faculty salary %ile	●	●		●	●	●	●	●		●		
	23	Awards per 100 full-time faculty (5yrs.)	●	●										
	24	Student to faculty ratio	●	●	●	●	●	●	●	●	●	●		
Economic & Workforce Developmt.	31	Total R&D expenditure per full-time faculty	●	●								●		
	32	U.S. Patents issued			●									
	33	Adjusted gross license income received			●									
	34	Licenses & options executed												
	35	Upper division STEM enrollment												
	38	Number of start-up companies												
Stewardship	41	Expenditures for instruction as % of total operating expenditures	●	●	●	●	●	●	●	●	●	●	●	
	42	Expenditures for administration as % of total operating expenditures	●	●	●	●	●	●	●	●	●	●	●	
	43	Fund balance increase: goal achieved												
	44	% of fundraising goal achieved	●	●	●	●	●	●	●	●	●	●	●	●
Effectiveness & Efficiency	51	Classroom utilization rate	●	●		●		●	●	●		●		
	52	Facilities renewal \$ as % of replacement value	●	●	●	●	●	●	●	●	●	●		●
	53	% of undergrad credits from non-traditional methods	●	●		●	●	●	●	●		●		
	54	Time to degree												
	55	Teaching workload: courses per FTE faculty	●	●		●	●	●	●	●	●	●		
Meets benchmark			10	12	1	8	7	9	13	12	6	9	4	1
Does not meet benchmark			7	7	7	8	7	8	4	5	3	8	2	1

University System of Maryland

Dashboard Indicators, December 2014

As of 2/27/2015

N = National standards based upon weighted average of 4-year public universities

Student: Access, Affordability, and Attainment												
Year	S2 6-year graduation rate +	S3 2nd year retention rate +	S4 Afr.-Amer. Hispan., Nat. Amer. as % of UGs +	S6 MD comm. college transfers +	S7 Average weighted resident UG tuition & fees (Yr. beginning) chg. +	S11 % of Maryland market share (Public/Private/CCs) +	S12 Institutional financial aid for undergrads as % of undergrad tuition revenue +	S13 Institutional financial aid for undergraduate students (millions) +				
2009	63%	72%	31%	9468	\$7,462 1%	41.8%	16%	\$106.0				
2010	63%	73%	32%	10029	\$7,746 1%	41.4%	16%	\$111.6				
2011	61%	74%	33%	10994	\$7,992 3%	41.7%	16%	\$110.9				
2012	61%	74%	33%	11033	\$8,268 3%	42.4%	15%	\$117.1				
2013	63%	73%	33%	11882	\$8,558 4%	42.9%	15%	\$123.9				
2014				11182	\$8,833 3%	45.1%	16%	\$132.5				
Benchmark*	58%	74%	24%									

Faculty				Economic Development			Workforce Development			Funding	
Year	S21-1 Aver. faculty salary (Research univ.) +	S21-2 Aver. faculty salary (Master's univ.) +	S22 Wgtd. aver faculty salary %ile +	S32 U.S. Patents issued +	S34 Licenses & options executed +	S38 Number of start-up companies +	S35 Upper division STEM enrollment +	S36 Number of teaching graduates +	S37 Number of nursing graduates +	S48 Operating expendit. per FTE stdt. (Excl. auxil./hosp.) +	S49 Funding guideline % achieved (FY) +
2009	\$105,395	\$71,951	79	42	44	NA	12904	1560	899	\$25,070	70%
2010	\$105,878	\$72,021	76	40	29	NA	13921	1588	1005	\$26,741	65%
2011	\$105,812	\$71,240	71	77	29	NA	15550	1728	1,169	\$27,208	70%
2012	\$106,733	\$71,850	68	67	38	52	17043	1701	1,201	\$27,624	74%
2013	\$107,715	\$71,872	67	68	42	67	18098	1718	1,276	\$28,120	74%
2014	\$116,024	\$77,233	80			131	20130				76%
Benchmark*	\$100,061	\$75,554	85%							\$28,178	100%

Stewardship								Effectiveness & Efficiency			
Year	S41 State appropriations per FTE student +	S42 System Office admin as % of System's total operating expend. NC	S43 Unrestricted net assets to debt ratio +	S44 Fund balance increase: goal achievement +	S45 Credit rating (Moody's) NC	S46 % of annual fundraising dedicated to endowment +	S47 Total funds raised (annual) (000s) +	S51 Classroom utilization rate +	S52 Facilities renewal \$ as % of replacemt. value +	S53 % of undergrad. credits from non-tradit. methods +	S54 Time to Degree -
2009	\$8,884	0.4%	87%	Met goal	Stable	12.9%	\$233,935	67%	1.2%	11.1%	8.7
2010	\$7,247	0.4%	85%	Met goal	Stable(recalibrated)	12.4%	\$222,396	65%	1.4%	12.3%	8.6
2011	\$8,151	0.4%	100%	Met goal	Stable	13.0%	\$242,343	66%	1.3%	13.2%	8.7
2012	\$8,150	0.4%	113%	Met goal	Stable	12.5%	\$242,056	66%	1.3%	14.0%	8.7
2013	\$8,136	0.4%	121%	Met goal	Stable		\$232,150	66%	1.4%	14.5%	8.5
2014			111%	Met goal	Stable		\$256,528		1.1%	16.9%	
Updated Benchmark*	\$6,890	Rank 32 of 34						66%	0.2% increase	10.0%	

External Fiscal

Funding guideline % achieved (FY)											
	BSU	CSU	FSU	SU	TU	UB	UMB	UMBC	UMCP	UMES	UMUC
2005	53%	64%	73%	63%	77%	84%	56%	61%	65%	70%	43%
2006	51%	70%	78%	74%	80%	80%	53%	64%	67%	72%	34%
2007	94%	108%	90%	104%	100%	141%	72%	81%	82%	99%	40%
2008	74%	93%	82%	79%	90%	132%	73%	74%	78%	88%	61%
2009	87%	101%	93%	78%	88%	107%	75%	72%	82%	82%	39%
2010	74%	112%	77%	65%	68%	50%	61%	65%	73%	69%	46%
2011	62%	101%	67%	63%	63%	45%	57%	64%	72%	62%	43%
2012	70%	111%	69%	63%	66%	46%	69%	62%	75%	71%	37%
2013	77%	116%	75%	70%	76%	45%	71%	65%	76%	75%	54%
2014	84%	127%	90%	75%	87%	55%	60%	62%	78%	97%	40%
2015	95%	126%	86%	70%	65%	66%	72%	62%	80%	85%	53%
Benchmark											

Operating expend. per FTE student (Excl. auxil./hosp.)											
	BSU	CSU	FSU	SU	TU	UB	UMB	UMBC	UMCP	UMES	UMUC
2005	\$13,554	\$15,562	\$11,363	\$10,391	\$11,108	\$13,191	\$46,596	\$23,059	\$31,270	\$20,605	\$17,266
2006	\$13,885	\$13,736	\$12,764	\$10,859	\$11,881	\$14,230	\$48,802	\$23,979	\$33,087	\$21,009	\$18,961
2007	\$14,770	\$18,924	\$13,637	\$11,217	\$12,275	\$15,090	\$50,438	\$25,720	\$33,645	\$18,214	\$17,569
2008	\$14,778	\$18,114	\$14,843	\$10,973	\$12,608	\$15,625	\$55,374	\$26,326	\$34,538	\$18,473	\$17,585
2009	\$15,269	\$19,617	\$15,102	\$12,499	\$13,743	\$14,629	\$55,333	\$26,522	\$36,444	\$19,233	\$18,534
2010	\$15,821	\$21,749	\$14,598	\$11,892	\$13,009	\$15,606	\$56,458	\$25,759	\$36,281	\$18,353	\$18,704
2011	\$14,766	\$23,063	\$14,706	\$11,556	\$13,052	\$15,698	\$57,345	\$26,620	\$37,303	\$18,385	\$19,153
2012	\$15,381	\$24,627	\$15,533	\$12,899	\$14,794	\$14,848	\$55,889	\$25,011	\$38,981	\$20,600	\$18,299
2013	\$16,942	\$22,270	\$16,103	\$13,088	\$13,639	\$15,608	\$56,435	\$25,690	\$40,232	\$21,036	\$19,399
Benchmark	\$20,134	\$14,349	\$17,861	\$17,615	\$18,329	\$17,809	\$64,820	\$29,496	\$63,948	\$20,803	\$16,843

State appropriations per FTE student											
	BSU	CSU	FSU	SU	TU	UB	UMB	UMBC	UMCP	UMES	UMUC
2005	\$5,074	\$6,161	\$5,231	\$4,199	\$4,012	\$4,380	\$11,249	\$6,667	\$9,955	\$6,396	\$1,277
2006	\$5,362	\$6,104	\$5,843	\$4,359	\$4,183	\$4,771	\$12,119	\$7,200	\$10,364	\$6,629	\$1,365
2007	\$7,418	\$9,482	\$6,691	\$4,957	\$4,783	\$5,420	\$12,966	\$8,094	\$11,735	\$7,593	\$1,492
2008	\$7,558	\$10,266	\$6,853	\$5,021	\$4,939	\$5,260	\$13,641	\$8,451	\$12,220	\$8,374	\$1,890
2009	\$7,586	\$10,715	\$6,731	\$5,201	\$4,842	\$5,219	\$11,162	\$8,404	\$12,003	\$8,072	\$2,034
2010	\$6,733	\$11,457	\$5,804	\$4,475	\$4,281	\$4,422	\$11,771	\$7,217	\$10,524	\$7,135	\$1,776
2011	\$7,521	\$12,150	\$6,475	\$5,001	\$4,796	\$4,859	\$13,231	\$8,534	\$12,035	\$7,589	\$1,972
2012	\$7,817	\$12,849	\$6,858	\$4,989	\$4,944	\$5,038	\$13,253	\$8,540	\$12,187	\$7,907	\$1,804
2013	\$8,177	\$13,006	\$6,943	\$5,043	\$4,887	\$4,996	\$13,232	\$8,339	\$12,218	\$7,902	\$1,850
Benchmark	\$7,050	\$6,543	\$5,972	\$6,486	\$6,248	\$4,880	\$10,210	\$9,109	\$9,447	\$7,875	\$4,949

University System of Maryland
Dashboard Indicators, December 2014

As of 2/27/2015

Italicized figures are figures against which national comparisons should be made.

Workforce & Workforce Development								
E1 % of Maryland residents with at least a bachelor's degr. <div>+</div>	E30 % of Maryland residents with advanced degree or more <div>+</div>	E2 Doctoral scientists, engineers, & health professionals employed in MD <div>+</div>	E4 Science & engineering doctorates awarded <div>+</div>	E5 Per capita personal income <div>+</div>	E6 Unemployment rate (June) <div>-</div>	E12 Persons in science & engineering occupations as % of workforce <div>+</div>	E14 Average high-tech wage <div>+</div>	E23 Current population estimates (as of July 1) (for comparison purposes) <div>+</div>
35.7%	16.0%		839	\$47,419	7.5%	6.08%		5,699,478
		29,800	874	\$48,621	7.8%	6.04%	\$90,300	
36.9%	16.5%		858	\$50,656	7.2%	7.15%	\$100,054	5,828,289
36.9%	16.9%		900	\$53,816	7.0%		\$96,500	5,884,868
37.4%	17.1%			\$55,478	6.7%			5,928,814
					5.8%			5,976,407
29.6%	11.2%	6th (MD's rank)	13th (MD's rank)	5th (MD's rank)	6.1%	4th (MD's rank)	9th (MD's rank)	19th (MD's rank)

R&D		Economic Development			Support of Higher Education		
E8	E22	E7	E16	E15	E17	E18	E19
Academic R&D expenditures in science & engin. (millions)	University R&D expenditures in life sciences (millions)	SBIR awards (\$ millions)	Venture capital disbursed per \$1,000 of Gross Domestic Product (\$)	High-tech establishments as % of business establishments	St. gen. funds for higher educ. per \$1,000 of personal income (FY)	State gen. funds for higher educ. per capita	State gen. funds for higher educ. per headcount student
+	+	+	+	+	+	+	+
\$3,094	\$1,383	321	\$1.21	11.60%	\$5.92	\$292.82	\$4,924
\$3,367	\$1,524	265	\$0.89		\$5.65	\$280.05	\$4,447
\$3,316							\$4,453
\$3,394	\$1,557				\$5.39	\$274.25	\$4,074
					\$5.58	\$306.81	\$4,838
		6th (MD's rank)	10th (MD's rank)	5th (MD's rank)	26th (MD's rank)	12th (MD's rank)	13th (MD's rank)

New Economy Index					
E24 New Economy Index: Overall (Maryland's rank)	E25 New Economy Index: Knowledge jobs (Maryland's rank)	E26 New Economy Index: Globalization (Maryland's rank)	E27 New Economy Index: Economic dynamism (Maryland's rank)	E28 New Economy Index: Digital economy (Maryland's rank)	E29 New Economy Index: Innovation capacity (Maryland's rank)
+	+	+	+	+	+
3rd	3rd	21st	15th	4th	4th
5th	3rd	26th	8th	11th	5th
5th	3rd	25th	8th	25th	5th

Bowie State University
Dashboard Indicators, December 2014

As of 2/27/2015

Italicized figures are figures against which peer comparisons should be made.
** Measure used by U.S. News*

* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

Year	Student: Access, Affordability, and Attainment										Alumni	
	1 Average SAT +	2 6-year graduation rate +	3 2nd year retention rate +	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs	5 % of applicants admitted (new freshmen & transfer students)	6 MD comm. college transfers +						10 Average (2-yr.) alumni giving rate +
2009	880	39%	70%	92%	52%	292						5.9%
2010	889	37%	70%	93%	53%	238						4.0%
2011	899	41%	72%	94%	54%	315						4.8%
2012	890	35%	72%	92%	52%	315						5.9%
2013	881		72%	92%	54%	353						
2014					57%	310						
Benchmark*	797-995 (25th & 75th %ile)	P	31% P	64% P	63% P	45% I	500	I				
Year	Faculty				Affordability				Workforce Dvlp.			
	21 Aver. faculty salary +	22 Wgtd. aver. faculty salary %ile +	24 Student to Faculty Ratio	7 Resident UG tuition & fees (Yr. beginning) % chg. +	8 % of undergrads receiving financial aid +	9 Average* undergraduate debt burden upon graduation -						
2009	\$69,734	71	16	\$6,040 1%	78%	\$17,198						
2010	\$69,947	70	16	\$6,153 2%	80%	NA						
2011	\$69,754	66	16	\$6,347 3%	83%	\$24,291						
2012	\$69,364	60	16	\$6,639 5%	81%	\$25,972						
2013	\$69,115	53	16	\$6,971 5%	82%	\$27,833						
2014	\$73,818	69		\$7,299 5%	80%							
Benchmark*	\$75,554 P	85% B	17.0 P	P	68% I	\$27,200 B						
Year	Stewardship				Effectiveness & Efficiency							
	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	51 Classroom utilization rate +	52 Facilities renewal \$ as % of replacemt. value +	53 % of undergrad. credits from non-tradit. methods +	54 Time to degree in semesters -	55 Tching. workload courses per FTE faculty +			
2009	39%	21%	Met goal	100%	67%	4.8%	5.5%	9.5	8.0			
2010	36%	17%	Met goal	67%	67%	2.9%	11.1%	9.5	7.6			
2011	39%	21%	Met goal	70%	67%	1.3%	10.7%	9.9	8.3			
2012	38%	17%	Met goal	76%	65%	4.0%	11.1%	9.2	7.7			
2013	40%	18%	Met goal	138%	66%	4.6%	13.5%	9.3	8.0			
2014			Met goal	89%	65%	3.0%	12.7%		7.8			
Benchmark*	34% P	15% P	B	100% I	66% N	0.2% increase B	10.0% B		7.5			

Alumni
10 Average (2-yr.) alumni giving rate +
5.9%
4.0%
4.8%
5.9%

Workforce Dvlp.
35 Upper division STEM enrollment +
234
235
263
271
280
319

Coppin State University
Dashboard Indicators, December 2014

As of 2/27/2015

Italicized figures are figures against which peer comparisons should be made.

** Measure used by U.S. News*

** Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)*

Student: Access, Affordability, and Attainment											Alumni	
Year	1 Average SAT +	2 6-year graduation rate +	3 2nd year retention rate +	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs	5 % of applicants admitted (new freshmen & transfer students)	6 MD comm. college transfers +					10 Average (2-yr.) alumni giving rate +	
2009	875	14%	60%	89%	54%	242					NA	
2010	874	16%	61%	89%	58%	200					6.8%	
2011	882	15%	63%	88%	35%	209					7.1%	
2012	877	17%	64%	86%	36%	236					6.3%	
2013	890	14%	64%	85%	39%	238					11.0%	
2014					43%	256						
Benchmark*	856-1014 (25th & 75th %ile)	P	P	63%	P	53%	I	225	I			

Faculty				Affordability				Workforce Dvlp.		
Year	21 Aver. faculty salary +	22 Wgtd. aver faculty salary %ile +	24 Student to Faculty Ratio	7 Resident UG tuition & fees (Yr. beginning) % chg.	8 % of undergrads receiving financial aid +	9 Average* undergraduate debt burden upon graduation -				
2009	\$65,822	65	14	\$5,276 3%	81%	NA				
2010	\$66,576	61	15	\$5,382 2%	83%	NA				
2011	\$66,449	54	16	\$5,491 2%	91%	NA				
2012	\$67,399	56	14	\$5,720 4%	83%	NA				
2013	\$67,647	55	14	\$6,252 9%	86%	NA				
2014	\$72,201	68		\$6,132 -2%	88%					
Benchmark*	\$75,554 P	85% B	16.8	P	82% I	\$28,812				

Stewardship				Effectiveness & Efficiency					
Year	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	51 Classroom utilization rate +	52 Facilities renewal \$ as % of replacemt. value +	53 % of undergrad. credits from non-tradit. methods +	54 Time to degree in semesters -	55 Tching. workload courses per FTE faculty +
2009	38%	25%	Did not meet goal	105%	68%	0.4%	7.2%	10.3	8.2
2010	40%	26%	Met goal	110%	69%	0.3%	8.8%	9.5	10.5
2011	38%	26%	Did not meet goal	72%	69%	0.4%	9.5%	10.5	9.0
2012	33%	22%	Did not meet goal	139%	67%	0.3%	13.0%	9.9	9.0
2013	35%	23%	Met goal	115%	69%	0.4%	13.9%	9.5	9.0
2014			Met goal	92%	NA	0.2%	16.3%		8.5
Benchmark*	39% P	16% P	B	100% I	66%	0.2% increase B	10.0% B		7.5 B

Frostburg State University
Dashboard Indicators, December 2014

Italicized figures are figures against which peer comparisons should be made.

As of 2/27/2015

** Measure used by U.S. News*

** Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)*

Student: Access, Affordability, and Attainment										
Year	1 Average SAT +	2 6-year graduation rate +	3 2nd year retention rate +	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs +	5 % of applicants admitted (new freshmen & transfer students)	6 MD comm. college transfers +				
2009	963	49%	71%	27%	59%	323				
2010	984	48%	73%	27%	60%	354				
2011	985	46%	72%	28%	62%	386				
2012	980	44%	72%	29%	62%	379				
2013	985		47%		62%	412				
2014					62%	476				
Benchmark*	880-1078	P	50%	P	75%	P	18%	P	73%	I 282 I
(25th & 75th %ile)										

Alumni
10 Average (2-yr.) alumni giving rate +
5.6%
5.6%
5.4%
5.4%
4.7%

	Faculty						Affordability					
	21 Aver. faculty salary		22 Wgtd. aver faculty salary %ile		24 Student to Faculty Ratio		7 Resident UG tuition & fees (Yr. beginning)		8 % of undergrads receiving financial aid		9 Average* undergraduate debt burden upon graduation	
Year		+		+				% chg.		+		-
2009	\$72,807		59		16		\$6,684	1%	74%		\$18,255	
2010	\$72,093		52		17		\$6,904	3%	76%		NA	
2011	\$71,368		49		16		\$7,128	3%	77%		\$22,429	
2012	\$69,914		43		16		\$7,436	4%	81%		\$20,736	
2013	\$69,213		39		15	<div></div>	\$7,728	4%	80%		\$20,058	<div></div>
2014	\$74,693	<div></div>	52	<div></div>			\$7,982	3%	81%	<div></div>		
Benchmark*	\$75,554	<div>P</div>	85%	<div>B</div>	17.4	<div></div>		P	72%	<div>I</div>	\$25,330	<div>P</div>

Workforce Dvlp.	Economic Dvlp.
35 Upper division STEM enrollment	38 Number of start-up companies +
291	NA
334	NA
416	NA
432	1
423	3
445	4

Year	Stewardship				Effectiveness & Efficiency						
	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	51 Classroom utilization rate +	52 Facilities renewal \$ as % of replacemt. value +	53 % of undergrad. credits from non-tradit. methods +	54 Time to degree in semesters -	55 Tching. workload courses per FTE faculty +		
2009	40%	16%	Met goal	155%	62%	2.8%	10.0%	9.2	7.6		
2010	40%	16%	Met goal	156%	61%	3.3%	12.6%	9.1	7.5		
2011	39%	16%	Met goal	145%	60%	2.4%	13.7%	9.2	7.5		
2012	40%	16%	Did not meet goal	71%	62%	1.0%	14.9%	9.2	7.4		
2013	40%	<div></div>	Did not meet goal	92%	60%	1.2%	16.7%	9.0	<div></div> 7.4		
2014			Did not meet goal	118%	<div></div> 55%	<div></div> 0.6%	<div></div> 21.6%	<div></div>	7.3	<div></div>	
Benchmark*	42%	<div>P</div>	<div>P</div> B	100%	<div>I</div>	66%	<div>N</div> 0.2% increase	<div>B</div> 10.0%	<div>B</div>	7.5	<div>B</div>

Salisbury University
Dashboard Indicators, December 2014

Italicized figures are figures against which peer comparisons should be made.

As of 2/27/2015

* Measure used by U.S. News

* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

Student: Access, Affordability, and Attainment										
Year	1 Average SAT*	2 6-year graduation rate	3 2nd year retention rate	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs	5 % of applicants admitted (new freshmen & transfer students)	6 MD comm. college transfers				
2009	1138	66%	81%	15%	58%	657				
2010	1147	70%	81%	15%	58%	673				
2011	1155	67%	81%	15%	57%	824				
2012	1160	67%	83%	16%	57%	736				
2013	<i>1156</i>	67%	82%	16%	58%	915				
2014					60%	730				
Benchmark*	959-1142 (25th & 75th %ile)	P	P	P	P	60%	I	530	I	

Alumni
10 Average (2-yr.) alumni giving rate
17.1%
16.5%
15.3%
15.0%
7.3%

Faculty						Affordability				
Year	21 Aver. faculty salary	22 Wgtd. aver faculty salary %ile	24 Student to Faculty Ratio	7 Resident UG tuition & fees (Yr. beginning)	% chg.	8 % of undergrads receiving financial aid	9 Average undergraduate debt burden upon graduation			
2009	\$71,086	64	17	\$6,618	2%	71%	\$17,521			
2010	\$71,572	61	17	\$6,908	4%	73%	\$18,541			
2011	\$71,486	57	17	\$7,332	6%	76%	\$20,693			
2012	\$71,437	53	17	\$7,700	5%	79%	\$23,159			
2013	\$72,039	51	16	\$8,128	6%	75%	\$23,545			
2014	\$77,848	69		\$8,560	5%	74%				
Benchmark*	\$75,554	P	B	19.1	P	64%	I	\$26,357	P	

Workforce Dvlp.	Economic Dvlp.
35 Upper division STEM enrollment	38 Number of start-up companies
430	NA
484	NA
536	NA
578	11
612	5
658	3

Stewardship					Effectiveness & Efficiency					
Year	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.)	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.)	43 Fund balance increase: goal achievement	44 % of fundraising goal achieved	51 Classroom utilization rate	52 Facilities renewal \$ as % of replacemt. value	53 % of undergrad. credits from non-tradit. methods	54 Time to degree in semesters	55 Tching. workload courses per FTE faculty	
2009	46%	15%	Met goal	91%	75%	1.2%	12.9%	8.7	7.9	
2010	47%	15%	Met goal	218%	67%	2.6%	15.2%	8.3	7.6	
2011	47%	14%	Met goal	220%	65%	3.0%	14.9%	8.1	7.7	
2012	45%	14%	Met goal	92%	67%	3.7%	16.0%	8.5	7.8	
2013	47%	14%	Met goal	295%	68%	2.6%	17.0%	8.5	7.4	
2014			Met goal	146%	68%	1.2%	17.9%		7.3	
Benchmark*	43%	P	B	100%	I	66%	N	0.2% increase	B	7.5

Towson University
Dashboard Indicators, December 2014

As of 2/27/2015

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Student: Access, Affordability, and Attainment										
Year	1 Average SAT +	2 6-year graduation rate +	3 2nd year retention rate +	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs +	5 % of applicants admitted (new freshmen & transfer students) +	6 MD comm. college transfers +				
2009	1080	73%	84%	15%	57%	1889				
2010	1081	68%	84%	16%	65%	2017				
2011	1087	64%	84%	18%	70%	2420				
2012	1088	66%	85%	19%	70%	2430				
2013	1084	65%	85%	21%	62%	2848				
2014					61%	2142				
Benchmark*	938-1142 (25th & 75th %ile)	P	P	P	P	I				

Alumni
10 Average (2-yr.) alumni giving rate +
4.6%
4.4%
4.2%
3.9%
4.3%

	Faculty						Affordability					
	21 Aver. faculty salary		22 Wgtd. aver faculty salary %ile		24 Student to Faculty Ratio		7 Resident UG tuition & fees (Yr. beginning)		8 % of undergrads receiving financial aid		9 Average* undergraduate debt burden upon graduation	
Year	+		+				%		%		-	
2009	\$71,895		70		17		\$7,418	1%	65%		\$13,245	
2010	\$71,910		66		17		\$7,656	3%	69%		\$19,069	
2011	\$71,097		62		17		\$7,906	3%	72%		\$22,072	
2012	\$72,400		60		17		\$8,132	3%	71%		\$23,812	
2013	\$72,444		59		16		\$8,342	3%	70%		NA	
2014	\$78,288		73				\$8,590	3%	70%			
Benchmark*	\$75,554	P	85%	B	18.1			P	56%	I	\$25,640	P

Workforce Dvlp.	Economic Dvlp.
35 Upper division STEM enrollment +	38 Number of start-up companies +
1080	NA
1216	NA
1258	NA
1390	2
1461	1
1530	0

Year	Stewardship				Effectiveness & Efficiency					
	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	51 Classroom utilization rate +	52 Facilities renewal \$ as % of replacemt. value +	53 % of undergrad. credits from non-tradit. methods +	54 Time to degree in semesters -	55 Tching. workload courses per FTE faculty +	
2009	36%	13%	Met goal	103%	67%	3.3%	7.1%	8.8	7.4	
2010	40%	14%	Met goal	107%	67%	2.8%	7.7%	8.7	7.3	
2011	41%	14%	Met goal	84%	65%	4.0%	8.7%	9.0	7.7	
2012	40%	13%	Met goal	78%	65%	3.0%	10.4%	8.8	7.4	
2013	42%		Met goal	112%	67%	3.0%	10.8%	8.5	7.3	
2014			Met goal	116%	65%	2.3%	11.1%		7.2	
Benchmark*	45%				66%	0.2% increase	10.0%		7.5	

University of Baltimore
Dashboard Indicators, December 2014

As of 2/27/2015

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** Measure used by U.S. News*

* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

Student: Access, Affordability, and Attainment								Alumni
Year	1-UB % of graduates who pass bar exam on initial attempt +	3 2nd year retention rate +	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs NC	5 % of applicants admitted (new freshmen & transfer students)	6 MD comm. college transfers +	4-UB Number of minority students graduating annually (UG & Grad/Prof) +	5-UB % of economically disadvantaged students +	10 Average (2-yr.) alumni giving rate +
2009	74%	75%	41%		626	461	67%	NA
2010	85%	75%	45%	72%	664	455	66%	2.6%
2011	82%	78%	47%	71%	625	465	73%	3.9%
2012	80%	75%	50%	71%	654	514	74%	5.6%
2013	84%	72%	51%	75%	690	604	75%	5.6%
2014	83%			70%	630	635	70%	
Benchmark*	75% I	72%	31% P			426 I	75% I	
Faculty				Affordability			Workforce Dvlp.	Economic Dvlp.
Year	2-UB Sponsored research \$ per F-T faculty (000s) +	3-UB % part-time faculty -	24 Student to Faculty Ratio	7 Resident UG tuition & fees (Yr. beginning) % chg.	8 % of undergrads receiving financial aid +	9 Average* undergraduate debt burden upon graduation -	35 Upper division STEM enrollment +	38 Number of start-up companies +
2009	\$39	55%	20	\$7,171 2%	70%	NA	228	NA
2010	NA	52%	20	\$7,330 2%	78%	NA	250	NA
2011	\$39	55%	20	\$7,494 2%	81%	NA	278	NA
2012	\$33	54%	19	\$7,664 2%	87%	NA	287	8
2013	\$35	54%	16	\$7,838 2%	86%	NA	289	9
2014		52%		\$8,018 2%	86%		286	0
Benchmark*		49%	15.9	P	58% I	\$23,992		
Stewardship				Effectiveness & Efficiency				
Year	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	51 Classroom utilization rate +	52 Facilities renewal \$ as % of replacemt. value +	7-UB % of stdts. involved with non-traditional learning activities +	55 Tching. workload courses per FTE faculty +
2009	37%	23%	Met goal	48%	57%	2.5%	42%	7.5
2010	40%	21%	Met goal	183%	55%	0.6%	42%	7.6
2011	38%	23%	Met goal	105%	54%	0.6%	42%	7.8
2012	40%	23%	Met goal	131%	55%	0.7%	44%	6.5
2013	39%	23%	Met goal	304%	48%	1.0%	44%	6.4
2014			Did not meet goal	111%	52%	0.6%	44%	7.3
Benchmark*	41%	14% P	B	100% I		0.2% increase B		7.5 B

Note: Institutional goals are usually taken from institution's MFR and are usually set for FY 2008.

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University of Maryland, Baltimore
Dashboard Indicators, December 2014

As of 2/27/2015

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* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

	Student: Access, Affordability, and Attainment												Economic Dvlp.	
	1-UMB	2-UMB	3-UMB	4-UMB	10-UMB	11-UMB	12-UMB					38		
	Passing rate on Bar (Law) exam	Passing rate on medical licensure exam	Passing rate on nursing licensure exam	Passing rate on dentistry licensure exam	Total headcount enrollmt.	Afr.-Amer., Hispan., & Nat. Amer. as % of total headcount enrollment	Graduate & 1st prof. as % of total hdct. enrollment					Number of start-up companies		
Year	+	+	+	+	+	+	NC					+		
2009	84%	95%	89%	98%	6,382	21%	87%					NA		
2010	90%	96%	93%	98%	6,349	19%	88%					NA		
2011	85%	96%	90%	100%	6,395	19%	89%					NA		
2012	86%	99%	88%	97%	6,368	19%	87%					10		
2013	88%	99%	93%	96%	6,284	19%	89%					8		
2014	81%				6,276							15		
Benchmark*	93%	P	N	N	NA	N	22,915	P	17%	P	40%			

	Faculty				Economic Development					
	5-UMB	6-UMB	7-UMB	24	13-UMB	14-UMB	32	33	34	
	Natl. ranking NIH awards to public medical schls.	Natl. ranking: NIH awards to public & priv .dental schls.	No. of specialty law programs ranked in top 10 nationally	Student to Faculty Ratio	Grant & contract awards (millions)	Total R&D expenditures in medicine per F-T medical faculty	U.S. Patents issued	Adjusted gross license income received	Licenses & options executed	
Year	+	+	+		+	+	+	+		
2009	14	7	3	10	\$516.0	\$267,799	NA	NA	NA	
2010	14	3	3	10	\$566.0	\$273,201	15	\$1,375,250	12	
2011	13	3	4	8	\$557.0	\$313,668	30	\$385,815	14	
2012	13	6	3	6	\$525.0	\$254,028	30	\$955,703	21	
2013	14	5	3	6	\$479.0	\$255,727	25	\$835,817	23	
2014	15				\$499.0	\$249,379				
Benchmark*	Top 10	Top 10	Top 10	15.0		\$349,846	I	5% annually	I	

	Stewardship				Effectiveness & Efficiency		Workforce Development									
	41	42	43	44	52	19-UMB	16-UMB	17-UMB	18-UMB							
	Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.)	Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.)	Fund balance increase: goal achievement	% of fundraising goal achieved	Facilities renewal \$ as % of replacemt. value	Days of charity care provided by clinical medical faculty	Number of nursing graduates (BSN, MS, PhD)	Number of pharmacy graduates (PharmD)	Number of dentistry grads (DDS)							
Year	+	-	+	+	+	+	+	+	+							
2009	22%	8%	Did not meet goal	92%	0.8%	3,107	559	121	115							
2010	23%	9%	Met goal	112%	0.5%	3,038	635	114	117							
2011	22%	8%	Met goal	100%	0.7%	2,830	627	147	128							
2012	24%	9%	Met goal	129%	0.6%	3,011	646	156	123							
2013	25%		Met goal	66%	0.9%	2,894	632	163	127							
2014			Met goal		0.8%	2,909	614	153	128							
Benchmark*	31%	P	P	B	100%	I	0.2% increase	B	3,625	I	5% annually	I	5% annually	I	5% annually	I

Note: Institutional goals are usually taken from institution's MFR and are usually set for FY 2010.

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University of Maryland, Baltimore County

Dashboard Indicators, December 2014

As of 2/27/2015

Italicized figures are figures against which peer comparisons should be made.
** Measure used by U.S. News*

* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

Year	Student: Access, Affordability, and Attainment										Alumni	
	1 Average SAT	2 6-year graduation rate	3 2nd year retention rate	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs	5 % of applicants admitted (new freshmen & transfer students)	6 MD comm. college transfers	7 Resident UG tuition & fees (Yr. beginning)	8 % of undergrads receiving financial aid	9 Average* undergraduate debt burden upon graduation	10 Average (2-yr.) alumni giving rate		
	+	+	+	+		+	% chg.	+	-	+		
2009	1184	59%	86%	21%	72%	1059	\$8,872	1%	65%	\$19,353	4.1%	
2010	1206	57%	85%	21%	69%	1267	\$9,171	1%	68%	NA	4.2%	
2011	1223	57%	85%	21%	66%	1402	\$9,467	3%	74%	\$20,902	4.1%	
2012	1218	61%	85%	22%	66%	1368	\$9,764	3%	68%	\$22,601	3.7%	
2013	1214		65%	86%	67%	1418	\$10,068	3%	70%	\$22,755	3.7%	
2014					64%	1351	\$10,384	3%	70%			
Benchmark*	1027-1251 (25th & 75th %ile)	P	P	P	P	I		P	I	P		

Year	Faculty				Economic Development					Workforce Dvlp
	21 Aver. faculty salary +	22 Wgtd. aver faculty salary %ile +	23 Awards per 100 FTfaculty (5 yrs.) +	24 Student to Faculty Ratio	31 Total R&D expendit. per FT faculty +	32 U.S. Patents issued +	33 Adjusted gross license income received +	34 Licenses & options executed	38 Number of start-up companies +	35 Upper division STEM enrollment +
2009	\$88,620	79	3.8	19	\$189,401	NA	NA	NA	NA	2410
2010	\$88,303	72	2.8	19	\$206,282	9	\$63,162	4	NA	2591
2011	\$88,335	65	2.0	20	\$210,519	9	\$196,921	1	NA	2783
2012	\$87,769	58	2.1	19	\$168,277	10	\$182,626	4	4	3048
2013	\$87,894	56	2.8	20		5	\$191,721	1	10	3284
2014	\$94,379	75	2.3						4	3582
Benchmark*	\$88,372	P	B	P	\$166,607	P	NA	NA		

Year	Stewardship				Effectiveness & Efficiency							
	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	51 Classroom utilization rate +	52 Facilities renewal \$ as % of replacemt. value +	53 % of undergrad. credits from non-tradit. methods +	54 Time to degree in semesters -	55 Tching. workload courses per FTE faculty +			
2009	35%	11%	Met goal	80%	62%	0.2%	13.2%	9.2	6.5			
2010	34%	11%	Met goal	97%	62%	0.2%	15.3%	8.8	6.5			
2011	34%	9%	Met goal	140%	63%	0.3%	15.1%	9.1	6.9			
2012	35%	9%	Met goal	119%	62%	0.2%	17.1%	9.0	6.9			
2013	34%	11%	Met goal	238%	60%	0.6%	18.4%	8.6	6.9			
2014			Met goal	84%	65%	0.7%	18.3%		6.9			
Benchmark*	32% P	9% P	B	100% I	66% N	0.2% increase B	10.0% B		5.5 B			

University of Maryland, College Park
Dashboard Indicators, December 2014

Italicized figures are figures against which peer comparisons should be made.

As of 3/3/2015

** Measure used by U.S. News*

** Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)*

Year	Student: Access, Affordability, and Attainment										Alumni	
	1 Average SAT +	2 6-year graduation rate +	3 2nd year retention rate +	4 Afr.-Amer., Hispan., Nat. Amer. as % of UGs +	5 % of applicants admitted (new freshmen & transfer students) +	6 MD comm. college transfers +	7 Resident UG tuition & fees (Yr. beginning) % chg.	8 % of undergrads receiving financial aid +	9 Average* undergraduate debt burden upon graduation -	10 Average (2-yr.) alumni giving rate +		
2009	1285	82%	93%	19%	44%	1658	\$8,053	1%	63%	\$20,256	7.4%	
2010	1287	82%	94%	19%	45%	1665	\$8,416	1%	65%	\$22,696	6.9%	
2011	1290	82%	94%	20%	46%	1679	\$8,655	3%	70%	\$24,180	6.5%	
2012	1299	82%	95%	20%	46%	1695	\$8,908	3%	66%	\$25,276	6.3%	
2013	1305					1930	\$9,161	3%	66%	\$25,254		
2014						2234	\$9,427	3%				
Benchmark*	1206-1428 (25th & 75th %ile)											
Year	Faculty				Economic Development						Workforce Dvlp.	
	21 Aver. faculty salary	22 Wgtd. aver faculty salary %ile +	23 Awards per 100 FTfaculty (5 yrs.)	24 Student to Faculty Ratio	31 Total R&D expendit. per FT faculty +	32 U.S. Patents issued +	33 Adjusted gross license income received +	34 Licenses & options executed +	38 Number of start-up companies +	35 Upper division STEM enrollment +		
2009	\$110,239	91	4.6	18	\$296,300	NA	NA	NA	NA	4560		
2010	\$110,930	90	4.6	18	\$319,012	16	\$686,665	13	NA	4819		
2011	\$110,921	85	5.3	18	\$359,051	38	\$716,873	14	NA	5256		
2012	\$112,050	83	4.7	18	\$358,316		\$662,148	13	11	5580		
2013	\$113,372	84	4.6	18		38	\$575,485	18	29	5846		
2014	\$122,160								103	6161		
Benchmark*	\$105,870				\$350,036							
Year	Stewardship				Effectiveness & Efficiency							
	41 Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	51 Classroom utilization rate +	52 Facilities renewal \$ as % of replacemt. value +	53 % of undergrad. credits from non-tradit. methods +	54 Time to degree in semesters -	55 Tching. workload courses per FTE faculty +			
2009	32%	7%	Met goal	87%	67%	1.6%	14.2%	8.4	5.7			
2010	33%	7%	Met goal	97%	69%	2.1%	14.4%	8.4	5.8			
2011	31%	7%	Met goal	94%	67%	1.5%	15.1%	8.5	5.8			
2012	32%	7%	Met goal	120%	71%	1.5%	16.6%	8.4	5.6			
2013	32%		Met goal	109%	69%	1.7%	17.7%	8.0	5.6			
2014			Did not meet goal	127%			21.0%					
Benchmark*	35%		B	100%	66%	0.2% increase	10.0%		5.5			

Note 1: Institutional goal on this measure is not appropriate to the enrollment management process used at UMCP.

Note 2: Institution awards financial aid on more specific institutional aid priorities; therefore, a goal for this measure is inappropriate for UMCP.

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University of Maryland, Eastern Shore
Dashboard Indicators, December 2014

Italicized figures are figures against which peer comparisons should be made.

** Measure used by U.S. News*

As of 2/27/2015

* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

	Student: Access, Affordability, and Attainment											Alumni	
	1	2	3	4	5	6						10	
	Average SAT	6-year graduation rate	2nd year retention rate*	Afr.-Amer., Hispan., Nat. Amer. as % of UGs	% of applicants admitted (new freshmen & transfer students)	MD comm. college transfers						Average (2-yr.) alumni giving rate	
Year	+	+	+			+						+	
2009	847	32%	67%	84%	57%	92						4.3%	
2010	857	32%	67%	80%	53%	73						4.2%	
2011	879	31%	68%	79%	58%	90						3.8%	
2012	880	32%	67%	76%	58%	86						3.0%	
2013	861			75%	57%	135							
2014					63%	181							
Benchmark*	786-938 (25th & 75th %ile)	P	P	P	85% P	62% I	53	I					
	Faculty			Affordability				Economic Dvlp.			Workforce Dvlp.		
	21	22	24	7	8	9	31	38	35				
	Aver. faculty salary	Wgtd. aver faculty salary %ile	Student to Faculty Ratio	Resident UG tuition & fees (Yr. beginning)	% of undergrads receiving financial aid	Average* undergraduate debt burden upon graduation	Total R&D expendit. per FT faculty	Number of start-up companies	Upper division enrollment				
Year	+	+		% chg.	+	-	+	+					
2009	\$70,805	57	18	\$6,082	2%	89%	\$19,655	\$20,476	NA	342			
2010	\$71,201	59	17	\$6,305	2%	90%	NA	\$50,944	NA	394			
2011	\$70,572	63	16	\$6,482	3%	98%	\$36,493	\$67,604	NA	413			
2012	\$72,172	65	16	\$6,713	4%	88%	\$27,215	\$51,162	5	391			
2013	\$70,881	61	14	\$6,998	4%	88%	\$28,486		2	403			
2014	\$70,881	72		\$7,287	4%	86%			1	425			
Benchmark*	\$75,554	P	B	17.5	P	89%	I	\$29,566	P	\$55,368	P		
	Stewardship				Effectiveness & Efficiency								
	41	42	43	44	51	52	53	54	55				
	Expend. for instr. as % of oper. expend. (Excl. auxil./hosp.)	Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.)	Fund balance increase: goal achievement	% of fundraising goal achieved	Classroom utilization rate	Facilities renewal \$ as % of replacemt. value	% of undergrad. credits from non-tradit. methods	Time to degree in semesters	Tching. workload courses per FTE faculty				
Year	+	-	+	+	+	+	+	-	+				
2009	34%	11%	Met goal	171%	73%	0.5%	5.2%	8.7	7.9				
2010	36%	12%	Met goal	119%	73%	0.6%	6.9%	8.6	9.3				
2011	38%	13%	Met goal	232%	71%	0.6%	10.1%	8.6	8.1				
2012	37%	12%	Met goal	138%	69%	0.6%	10.9%	9.2	7.6				
2013	41%		Did not meet goal	75%	69%	0.7%	13.9%	9.3	8.1				
2014			Did not meet goal	115%		0.2%	14.8%		7.4				
Benchmark*	32%	P	P	B	100%	I	66%	N	0.2% increase	B	7.5		

University of Maryland University College
Dashboard Indicators, December 2014

As of 2/27/2015

Italicized figures are figures against which peer comparisons should be made.

** Measure used by U.S. News*

* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

Year	Student: Access, Affordability, and Attainment															
	Stateside										Worldwide					
	1-UMUC Total undergraduate headcount enrollment	+	4 Afr.-Amer. Hispan., Nat. Amer. as % of UGs	+	2-UMUC African-Amer. as % of total UGs	+	3-UMUC % of students who are economically disadvantaged	+	4-UMUC % of students who are 25 years of age or older	NC	6 MD comm. coll. transfers	+	6-UMUC Number of stateside online courses	+	7-UMUC Number of worldwide online enrollments (students x classes enrolled in)	+
2009	22,308		38%		31%		38%		82%		2301		752		196,331	
2010	24,284		40%		32%		40%		83%		2750		813		222,268	
2011	25,693		41%		33%		41%		83%		2944		836		234,243	
2012	28,119		47%		34%		43%		83%		2,997		941		262,708	
2013	28,273		44%		31%		47%		83%		2,840		978		261,101	
2014	26,740	<div></div>	46%	<div></div>	29%	<div></div>	50%	<div></div>	80%	<div></div>	2,574	<div></div>	981	<div></div>	243,303	<div></div>
Benchmark*	>22300	<div>P</div>	37%	<div>P</div>	Maintain or increase				≥80%	<div>P</div>	≥2800	<div>I</div>	Maintain or increase		≥175,000	<div>P</div>

Year	Affordability				Economic Dvlp.		Workforce Development			Alumni	
	7		8		Worldwide		Stateside			10	
	Resident UG tuition & fees (Yr. beginning)	% chg.	% of undergrads receiving financial aid		8-UMUC Total no. of off campus or distance education enrollments	+	10-UMUC No. of technology & management post-baccalaureates awarded	+	35 Upper division STEM enrollment	Average (2-yr.) alumni giving rate	+
				+							
2009	\$5,820	3%	27%		253,271		1,813		3250	1.8%	
2010	\$6,078	4%	40%		282,627		2,064		3550	2.3%	
2011	\$6,246	3%	61%		296,492		2,532		4256	2.2%	
2012	\$6,474	4%	47%		327,608		2,816		4969	2.4%	
2013	\$6,642	3%	47%		318,074		2,864		5401	2.0%	
2014	\$6,834	3%	61%		294,226		3,225		6613		
Benchmark*		P	25-30%		>251,000		≥1300				

Year	Stewardship						Effectiveness & Efficiency	
	Worldwide			Stateside			Stateside	
	41 Expend. for instruction as % of oper. expend. (Excl. auxil./hosp.) +	42 Expend. for admin. as % of oper. expend. (Excl. auxil./hosp.) -	43 Fund balance increase: goal achievement +	44 % of fundraising goal achieved +	11-UMUC Operating budget savings as % of state- supported budget +			
2009	32%	16%	Met goal	171%	2%			
2010	30%	16%	Met goal	54%	2%			
2011	30%	16%	Met goal	96%	2%			
2012	29%	13%	Met goal	52%	2%			
2013	28% <div><div></div></div>	13% <div><div></div></div>	Met goal	90%	2%			
2014			Met goal <div><div></div></div>	133% <div><div></div></div>				
Benchmark*	45% <div><div></div></div>	13% <div><div>P</div></div>	B	100% <div><div>P</div></div>	2%			

University of Maryland Center for Environmental Sciences
Dashboard Indicators, December 2014

As of 2/27/2015

* Benchmark = Comparison to external standard (P = peers; B = BOR policy; N = national standard; S = State policy; I = institutional goal)

National Eminence/Quality				
Students		Faculty		
1-UMCES		2-UMCES	3-UMCES	9 - UMCES
Average GRE score of incoming students directed by UMCES faculty		Number of peer reviewed publications by UMCES faculty	Number of citations per peer reviewed publication	Total R&D expendit. per Core faculty**
Year	+	+	+	+
2009	1230	185	31.4	\$570,821
2010	1184	177	32.3	\$627,500
2011	1199	141	34.0	\$704,323
2012	1297	184	35.7	\$688,914
2013	1232	168	35.9	\$675,770
2014	1250	200	38.3	
Benchmark*	I	I	I	I

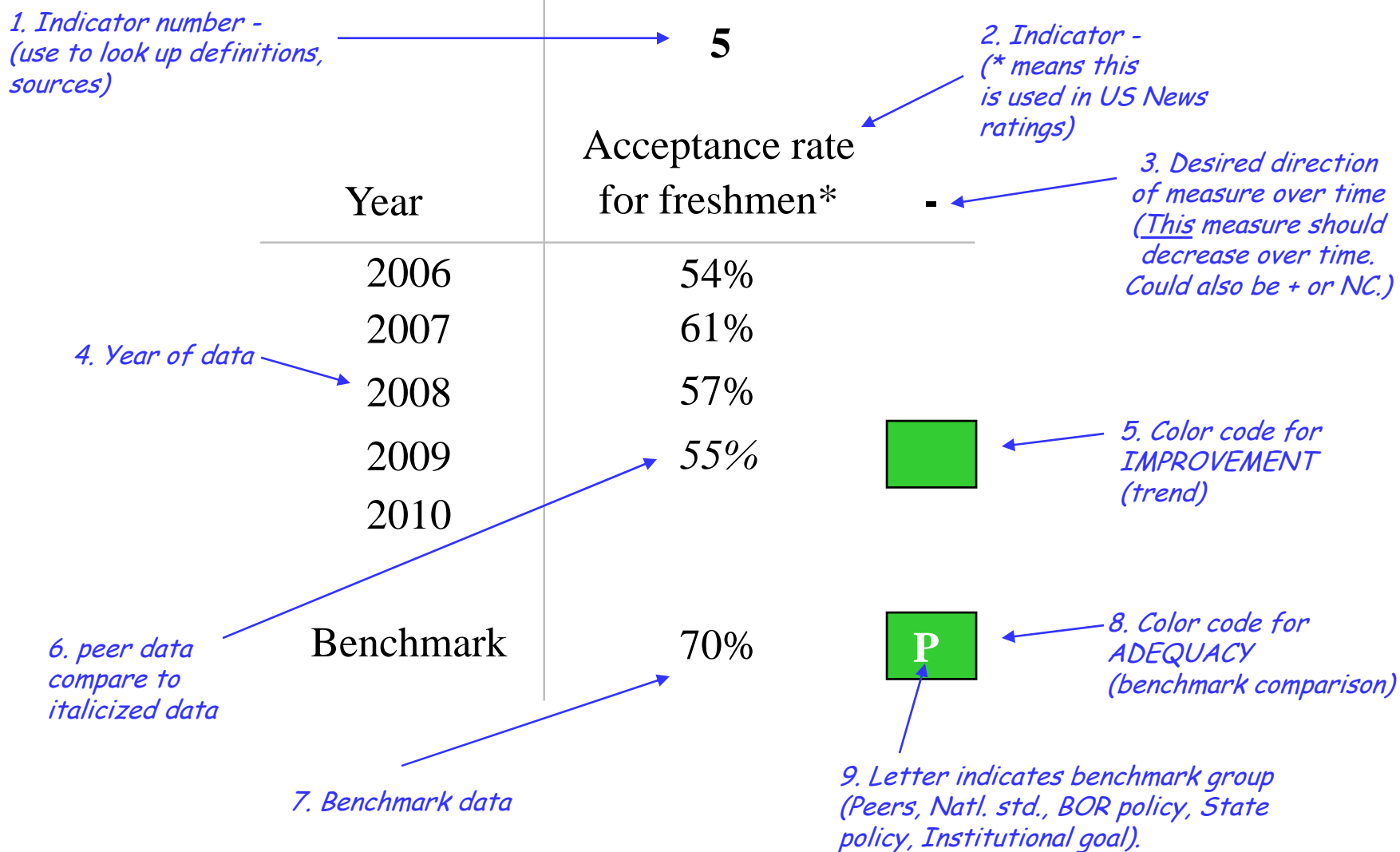
Workforce & Economic Development			
5-UMCES	6-UMCES	7-UMCES	8-UMCES
Number of UMCES-sponsored Chesapeake Bay restoration projects	Number of K-12 teachers trained in UMCES environmental projects	Number of K-12 students involved in UMCES environmental education projects	Total R&D expenditures (000s)
Year	+	+	+
2009	191	450	\$41,670
2010	181	420	\$42,670
2011	185	429	\$50,007
2012	209	377	\$48,224
2013	183	442	
2014	229	608	11,000
Benchmark*	I	I	I

Stewardship		Effectiveness & Efficiency	
43	44		52
Fund balance increase: goal achievement	% of fundraising goal achieved		Facilities renewal \$ as % of replacemt. value
Year	+		+
2009	Met goal	36%	0.2%
2010	Met goal	98%	0.2%
2011	Met goal	35%	0.2%
2012	Met goal	238%	0.4%
2013	Did not meet goal	180%	0.8%
2014	Met goal		0.4%
Benchmark*	B	100%	0.2% increase


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** Core Faculty = TTT + Research Professor Lines

Anatomy of a Dashboard Indicator




IMPROVEMENT – a comparison with past performance

If currently at or above the average of the 3 previous years:  Green

If currently below the average of the 3 previous years:  Red

ADEQUACY – a comparison with peer, BOR policy, national standard,
state policy or institutional goal

If currently at or above the benchmark:  Green

If currently below the benchmark:  Red

DESCRIPTION OF DASHBOARD INDICATORS, DECEMBER 2014

USM

CORE INDICATORS

Student: Access, Affordability, and Attainment				
#	Indicator	What it measures	Calculation	Source of data
1	Average SAT	Relative quality of new 1 st -time full-time freshmen	Combined average of SAT Math & Verbal scores	USM, Admin. & Finance, EIS
2	6-year graduation rate	Relative quality of new 1 st -time full-time freshmen & their success in college	Students graduating at the end of 4 years & 5 years & 6 years divided by the total adjusted cohort of freshmen beginning 6 years earlier at the same institution	NCES, IPEDS, Graduation Rates survey
3	Second-year retention rate	Relative quality of new freshmen & their success in their freshman year	3 year average of the % of 1 st -time full-time degree-seeking freshmen who return the following fall	NCES, IPEDS, Retention Survey
4	African-Americans, Hispanics, & Native Americans as percent of total undergraduates	Access	African-American, Hispanic, & Native American undergraduates as % of total undergraduates	NCES, IPEDS, Fall Enrollment Survey
5	Demand: Percent of applicants who were admitted	% of actual demand that is being met by USM institutions	New freshmen & transfer students who were admitted divided by total new freshmen & transfer students who applied	USM, Admin. & Finance, AIS
6	Maryland community college transfers	Success of MD community college transfers in gaining access to USM institutions	All new undergraduate transfers from MD's community colleges	USM, Admin. & Finance, TSS
7	Resident undergraduate tuition & fees	Rates of increase in tuition & fees for full-time resident undergraduates as indicator of affordability	Dollar amounts and percent increases over the previous year	USM, Admin. & Finance, Chronicle of Higher Education

#	Indicator	What it measures	Calculation	Source of data
8	Percent of undergraduates receiving financial aid	Access & affordability	Unduplicated undergraduate headcount students; <u>all</u> types of financial aid: grants, all types of loans, work study, scholarships	USM, Admin. & Finan., Financial Aid report (FAIS)
9	Average undergraduate debt burden upon graduation	Affordability	Average debt for undergraduates who graduated in the specified year & who borrowed money to finance their education	U.S. News, Ultimate College Guide
10	Average alumni giving rate	Alumni view of their education and institution	Two-year average of the % of alumni of record who donated money to the university	CAE, Voluntary Support of Education
Faculty				
21	Average faculty salary	Ability to attract outstanding faculty	Average salary by rank weighted by number of faculty at that rank. Average is weighted figure. Benchmark is weighted average for 3 tenure-track ranks of all institutions in same Carnegie group.	AAUP, Annual Survey of Faculty Salaries
22	Weighted average faculty salary %ile	Relative strength in attracting outstanding faculty	%ile for each rank shows relative standing nationally. %ile at each rank is weighted by number of faculty at that rank to determine weighted average faculty salary percentile for all ranks.	AAUP, Annual Survey of Faculty Salaries
23	Awards per 100 full-time faculty (over 5-year period)	Third-party validation of the quality, reputation & promise of faculty members & their research	Cumulative number of selected prestigious awards over a 5-yr. period per 100 full-time instructional tenure-track faculty. Awards: Fulbright Scholarships, Guggenheim Fellowships, National Endowment for the Humanities Fellowships, NSF CAREER awards, & Sloan Fellowships.	USM, Admin. & Finance for awards; AAUP for faculty members

24	Student to faculty ratio	Number of faculty available to students.	FTE students per FTE instructional faculty.	IPEDS, Fall Enrollment Survey
Economic & Workforce Development				
#	<u>Indicator</u>	<u>What it measures</u>	<u>Calculation</u>	<u>Source of data</u>
31	Total R&D expenditures per full-time faculty	Contribution of R&D expenditures as a tool of economic development	Total R&D expenditures per full-time instructional faculty	NSF for R&D expenditures; AAUP for number of faculty
32	U.S. Patents issued	University's contribution to economic development, since patent protection is important in providing the incentive for companies to commercialize research discoveries	U.S. Patents issued or reissued to the university	AUTM, Licensing Survey
33	Adjusted gross license income received	Success of technology transfer efforts	Includes: license issue fees, payment under licensing options, annual minimums, running royalties, termination payments, amount of equity received when cashed in, & software & biological material end-user fees equal to \$1,000 or more. Excludes license income paid to other institutions under inter-institutional agreements	AUTM, Licensing Survey
34	Licenses & options executed	Commercial interest in a university's research. Transfer of research from university to commercial interests is accomplished through the licensing of intellectual property by the institution to industry.	Self-explanatory	AUTM, Licensing Survey

35	Upper Division STEM enrollment	A leading indicator of future STEM production	Count of all Junior and Senior level majors in Hegis discipline Areas: 01 Agriculture and Natural Resources, 04 Biological Sciences, 07 Computer and Information Science, 09 Engineering, 17 Mathematics, 19 Physical Science. In addition, Science and Mathematics education are included: Hegis 0833 and 0834	MHEC EIS
38	Number of start-up companies	Success in economic development activities	The total of all new companies in the following categories: TIER 1 - University-Owned, IP-based companies & TIER 2 Venture Accelerator/Mentoring or Companies Recruited to the BioPark and Research Parks from Out-of-State or SBDC Mentoring	Institutional reporting
Stewardship				
41	Expenditures for instruction as percent of total operating expenditures	Relative amount spent on instruction, which is the university's primary mission	Instructional expenditures divided by total operating expenditures minus auxiliary & hospital expenditures. <i>For this calculation:</i> At UMB, 1 st professional students = 4 FTEs. At UB, graduate & 1 st professional students = 1.8 FTEs.	NCES, IPEDS, Finance Survey
42	Expenditures for administration as percent of total operating expenditures	Relative amount spent on administration, indicating how prudently the resources are used.	Institutional support expenditures divided by total operating expenditures minus auxiliary & hospital expenditures. <i>For this calculation:</i> At UMB, 1 st professional students = 4 FTEs. At UB, graduate & 1 st professional students	NCES, IPEDS, Finance Survey

43	Fund balance increase goal achievement	Indicates effectiveness of institutional financial management. Sound financial management is a key to continued high bond ratings	Comparison of balance of unrestricted net assets at the beginning and end of a fiscal year	USM Comptroller's office with data from USM's audited financial statements
44	Percent of fundraising goal achieved	Success of fundraising efforts	Funds raised as % of fundraising goal for the year. It is possible to exceed 100% of this goal, but no more than 100% is expected for this indicator.	USM Foundation
Effectiveness & Efficiency				
51	Classroom utilization rate	Classroom use	Use of general purpose classrooms as % of total available classrooms during a 45-hour week (8-5, M-F). Classrooms include only lecture type classrooms that are owned and operated (scheduled) by the institution. It does not include classrooms that are managed by individual departments. One-time events are generally not reflected in the utilization rate.	USM, Admin. & Finance, Capital Programs
52	Facilities renewal as percent of replacement value	Expenditures on facilities renewal, enabling evaluation of success in meeting BOR's goal of 2%	Sum of operating facilities renewal & capital facilities renewal as % of replacement value	USM, Admin. & Finance, Capital Planning

53	Percentage of undergraduate credits generated by non-traditional methods	Success in achieving BOR's policy	Sum of credits earned in non-traditional methods each year by undergraduates divided by total hours earned by <i>undergraduates</i> (Non-traditional method defined separately for each institution for 2006 report only. See separate listings below.)	USM, Admin. & Finance, Institutional Research
54	Time to Degree	Success in shortening the overall time to degree	The average of time to degree of all students completing a degree within a 7 year time horizon.	USM, Admin. & Finance, Institutional Research, MHEC EIS and DIS
55	Teaching workload: courses per FTE faculty	Success in achieving BOR policy of increasing teaching workload	Number of courses divided by number of FTE core instructional faculty, both tenure-track & non-tenure track	USM, Admin. & Finance, "Annual Report on the Instructional Workload of the USM Faculty," Table 4
External Fiscal				
External Fiscal-1	Funding guideline percent achieved	% of the peer target which is attained by each USM institution. A proxy for quality.	Total of tuition & fee revenues & state approp. compared with those at the peer target	USM, Admin. & Finance, Budget Office
External Fiscal-2	Operating expenditures per FTE student	A proxy for quality of a university, assuming that quality is related in part to the dollars spent per student	Operating expenditures minus expenditures for auxiliaries & hospitals per FTE students. <i>For this calculation:</i> At UMB, 1 st professional students = 4 FTEs. At UB, graduate & 1 st professional students = 1.8 FTEs.	NCES, IPEDS, Finance Survey and Fall Enrollment Survey.
External Fiscal-3	State appropriations per FTE student	Level of state general funds support for the university	State appropriations divided by adjusted FTE students. <i>For this calculation:</i> At UMB, 1 st professional students = 4 FTEs. At UB, graduate & 1 st professional students = 1.8 FTEs.	NCES, IPEDS, Finance Survey and Fall Enrollment Survey

SYSTEMWIDE INDICATORS

Student: Access, Affordability, and Attainment				
#	Indicator	What it measures	Calculation	Source of data
S2	6-year graduation rate	Relative quality of new 1 st -time full-time freshmen & their success in college	Students graduating at the end of 4 years & 5 years & 6 years divided by the total adjusted cohort of freshmen beginning 6 years earlier at the same institution	NCES, IPEDS, Graduation Rates survey
S3	Second-year retention rate	Relative quality of new freshmen & their success in their freshman year	% of 1 st -time full-time degree-seeking freshmen who return the following fall	NCES, IPEDS, Retention Survey
S4	Minorities as percent of total undergraduates	Access	African-American, Hispanic, & Native American undergraduates as % of total undergraduates	NCES, IPEDS, Fall Enrollment Survey
S5	Percent of total projected demand met	How well projected undergraduate demand is being met by USM institutions	Actual undergraduate headcount enrollment as % of gross demand	USM, Admin. & Finance, Enrollment Demand Study
S6	Maryland community college transfers	Success of MD community college transfers in gaining access to USM institutions	All new undergraduate transfers from MD's community colleges	USM, Admin. & Finance, TSS
S7	Average weighted undergraduate tuition & fees	Rates of increase in tuition & fees for full-time resident undergraduates as indicator of affordability	Tuition & fees at each institution weighted by undergraduate FTE enrollment. Average for USM institutions.	Chronicle of Higher Education
S11	Percent of Maryland market share (public/private/community colleges)	Success of USM in maintaining its market share of students attending college in Maryland	USM undergraduates as % of total undergraduates attending MD's public & private universities & community colleges	MHEC, Trend Book; USM, Admin. & Finance, Opening Fall Enrollment data
S12	Institutional financial aid for undergraduates as percent of undergraduate tuition revenue	Whether increases in institutional financial aid to undergraduates are keeping up with increases in undergraduate tuition & fees	Self-explanatory	USM, Admin. & Finance, FAIS; USM, Admin. & Finance, Financial Aid Report, issued annually

S13	Institutional financial aid for undergraduate students (Millions)	Degree of commitment to financial aid	Self-explanatory	USM, Admin. & Finance, FAIS; USM, Admin. & Finance, Financial Aid Report, issued annually
Faculty				
S21-1	Average faculty salary (Research universities)	Ability to attract outstanding faculty	Average salary by rank weighted by number of faculty at that rank. Only tenure track ranks are included. Average is weighted figure.	AAUP, Annual Survey of Faculty Salaries
S21-2	Average faculty salary (Master's universities)	Ability to attract outstanding faculty	Average salary by rank weighted by number of faculty at that rank. Only tenure track ranks are included. Average is weighted figure.	AAUP, Annual Survey of Faculty Salaries
S22	Weighted average faculty salary %ile	Relative strength in attracting outstanding faculty	%ile for each rank shows relative standing nationally. %ile at each tenure track rank is weighted by number of faculty at that rank to determine weighted average faculty salary percentile for all ranks.	AAUP, Annual Survey of Faculty Salaries
Economic & Workforce Development				
S32	U.S. Patents issued	University's contribution to economic development, since patent protection is important in providing the incentive for companies to commercialize research discoveries	U.S. Patents issued or reissued to the university	AUTM, Licensing Survey
S34	Licenses & options executed	Commercial interest in a university's research. Transfer of research from university to commercial interests is accomplished through the licensing of intellectual property by the institution to industry.	Self-explanatory	AUTM, Licensing Survey

S35	Upper division STEM enrollment		Count of all Junior and Senior level majors in Hegis discipline Areas: 01 Agriculture and Natural Resources, 04 Biological Sciences, 07 Computer and Information Science, 09 Engineering, 17 Mathematics, 19 Physical Science. In addition, Science and Mathematics education are included: Hegis 0833 and 0834	MHEC EIS
S36	Number of teaching graduates	Number of graduates in an occupation experiencing critical workforce shortages	Number of students graduating from undergraduate & graduate programs who are prepared to teach in MD. Teacher education grads eligible for certification.	USM roll-up for System MFR
S37	Number of nursing graduates	Number of graduates in an occupation experiencing critical workforce shortages	Number of students graduating from undergraduate & graduate nursing programs	USM, Admin. & Finance, DIS
S38	Number of start-up companies	Success in economic development activities	The total of all new companies in the following categories: TIER 1 - University-Owned, IP-based companies & TIER 2 Venture Accelerator/Mentoring or Companies Recruited to the BioPark and Research Parks from Out-of-State or SBDC Mentoring	Institutional reporting
Stewardship				
S41	State appropriations per FTE student	Level of state general funds support for the university	State appropriations divided by adjusted FTE students. <i>For this calculation:</i> At UMB, 1 st professional students = 4 FTEs. At UB, graduate & 1 st professional students = 1.8 FTEs.	NCES, IPEDS, Finance Survey and Fall Enrollment Survey

S42	System Office administrative expenditures as percent of the System's total operating expenditures	Relative amount spent on administration at the System Office, an indication of how prudently the resources are used	Institutional support (administrative) expenditures at the System Office as % of total USM operating expend. (with no deductions). This represents total operating expenditures at all USM institutions, including UMBI, UMCES & the USM Office, but the administrative expenditures are those of the USM Office only.	NCES, IPEDS, Finance Survey
S43	Unrestricted net assets to debt ratio	Financial health of an institution at fiscal year's end and indication of how well System is managing its finances	Ratio of reserves to debt outstanding	USM, Admin. & Finance, Comptroller
S44	System fund balance increase: goal achievement	Indicates effectiveness of systemwide financial management. Sound financial management is a key to continued high bond ratings	Comparison of balance of unrestricted net assets at the beginning and end of a fiscal year	USM Comptroller's office with data from USM's audited financial statements
S45	Credit rating (Moody's)	Third party validation of the financial health of the System	Self-explanatory	USM, Admin. & Finance
S46	Percent of annual fundraising dedicated to endowment	Success of fundraising efforts	Fund-raising cash dedicated to endowment divided by total cash donations in a year	CAE, Voluntary Support of Education
S47	Total funds raised (annual)	Success of fundraising efforts	Self-explanatory	USM Foundation
S48	Operating expenditures per FTE student	A proxy for quality of a university, assuming that quality is related in part to the dollars spent per student	Operating expenditures minus expenditures for auxiliaries & hospitals per FTE students. <i>For this calculation: At UMB, 1st professional students = 4 FTEs. At UB, graduate & 1st professional students = 1.8 FTEs.</i>	NCES, IPEDS, Finance Survey and Fall Enrollment Survey.
S49	Funding guideline percent achieved	% of the peer target which is attained by each USM institution. A proxy for quality.	Total of tuition & fee revenues & state approp. compared with those at the peer target	USM, Admin. & Finance, Budget Office

Effectiveness & Efficiency				
S51	Facilities utilization	Classroom use	% of total available classrooms used during a 45-hour week (8-5, M-F) divided by standard utilization rate	USM, Admin. & Finance, Capital Programs
S52	Facilities renewal as percent of replacement value	Expenditures on facilities renewal, enabling evaluation of success in meeting BOR's goal of 2%	Sum of operating facilities renewal & capital facilities renewal as % of replacement value	USM, Admin. & Finance, Capital Programs
S53	Percentage of undergraduate credits generated by non-traditional methods	Success in achieving BOR's policy	Sum of credits earned in non-traditional methods each year by undergraduates divided by total hours earned by undergraduates	USM, Admin. & Finance, Institutional Research
S54	Time to degree	Success in shortening the overall time to degree	The average of time to degree of all students completing a degree within a 7 year time horizon.	USM, Admin. & Finance, Institutional Research, MHEC EIS and DIS

ENVIRONMENTAL INDICATORS

#	<u>Indicator</u>	<u>What it measures</u>	<u>Calculation</u>	<u>Source of data</u>
E1	Percent of Maryland residents with at least bachelor's degree	Importance of college degrees to Maryland's economy	Self-explanatory	U.S. Census Bureau, American Fact Finder, 2013 via Web (www.census.gov), Table S1501, Census Bureau Population Estimates.
E2	Doctoral scientists, engineers & health professionals employed in Maryland	Importance of advanced degrees to Maryland's economy	Self-explanatory	NSF, <u>Science & Engineering State Profiles, 2013 (updated May 27, 2014, Data from 2010).</u>
E4	Science & engineering doctorates awarded	Production of science & engineering doctorates by Maryland's universities	Self-explanatory	NSF, <u>Science & Engineering State Profiles, 2013 (updated May 27, 2014. (Data from 2012).</u>

#	Indicator	What it measures	Calculation	Source of data
E5	Per capita personal income	Relative wealth of Maryland's residents	Includes Maryland residents only	U.S. Census Bureau, Population Estimates Program, Table: GCT-T1; Population Estimates Data Set; U.S. Dept. of Commerce, Bureau of Economic Analysis, Table 1: Personal Income, by State & Region.
E6	Unemployment rate (June)	Relative health of Maryland's economy	Seasonally adjusted for June	U.S. Dept. of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics, Tables LASST24000003 (MD) & LNS14000000 (US)
E7	Number of SBIR awards (4 yrs.)	Small Business Innovation Research program awards to Maryland businesses	Self-explanatory	NSF, <u>Science & Engineering State Profiles, 2013</u> (Data from 2011).
E8	Academic R&D expenditures in science & engineering	Amount of research expenditures by Maryland's universities, public and private	Expenditures for R&D from all sources: federal, state & local govt., industry, institutional funds, & other sources	NSF, Academic R&D Expenditures, FY 2004-13, Table 77.
E12	Persons in science & engineering occupations as % of workforce	How well Maryland is adapting to high-tech economy	Self-explanatory. High-tech industries are defined by specified NAICS* codes.	NSF, <u>Science and Engineering Indicators 2014</u> , Table 8-34. (Data from 2012).
E14	Average high-tech wage	Importance of R&D in Maryland and level of wages compared to other states	Total annual payroll in high-tech manufacturing & services divided by average annual employment in high-tech	Tech America Foundation, <u>Cyberstates</u> , 2013. (2012 data)
E15	High-tech establishments as % of all business establishments	Importance of high-tech in contributing to Maryland's economic development	Self-explanatory	NSF, <u>Science and Engineering Indicators 2014</u> , Table 8-53. (Data from 2010).
		Third-party validation of the	Self-explanatory	NSF, <u>Science and</u>

#	Indicator	What it measures	Calculation	Source of data
E16	Venture capital disbursed per \$1,000 of GDP (Gross Domestic Product)	importance of high-tech ventures in Maryland's economy		Engineering Indicators 2014 , Table 8-57. (Data for 2012).
E17	State general funds for higher education per \$1,000 of personal income	State's support of higher education compared with relative wealth of residents	Self-explanatory. Includes all of higher education that receives state general funds	Illinois State University, Center for the Study of Education Policy, Grapevine
E18	State general funds for higher education per capita	State's support of higher education	Self-explanatory. Includes all of higher education that receives state general funds	Illinois State University, Center for the Study of Education Policy, Grapevine
E19	State general funds for higher education per headcount student	State's support of higher education	Self-explanatory. Includes all of higher education that receives state general funds	Illinois State University, Center for the Study of Education Policy, Grapevine
E20	Tuition & fees (USM) as percent of Maryland's per capita personal income	Extent to which the burden of financing a higher education falls on students when compared to state's relative wealth	Self-explanatory	U.S. Dept. of Commerce, Bureau of Economic Analysis, State Personal Income; Chronicle of Higher Education
E21	Skip			
E22	University R&D expenditures in life sciences	Importance of R&D in the life sciences within Maryland's economy (all universities)	Self-explanatory	NSF, Higher Education R&D Expenditures, by state, institution, R&D field, FY 2013, Table 67.
E23	Current population estimates	For comparison purposes	Self-explanatory	U.S. Census Bureau
E24	New Economy Index: Overall ranking	How well Maryland is competing in the new, knowledge-based economy	Based upon relative standing among the states on a series of measures relative to the new economy	Information Technology & Innovation Foundation (ITIF), 2014 State New Economy Index , June 2014.
E25	New Economy Index: Knowledge jobs	Skill- and education-levels of the workforce	Based upon relative standing among the states on five related measures	Same as above
E26	New Economy Index: Globalization	Degree of integration into the world economy	Based upon relative standing among the states on three related measures	Same as above
E27	New Economy Index: Economic dynamism	Vitality of the state's economy	Based upon relative standing among the states on five related measures	Same as above
E28	New Economy Index: Digital economy	Degree to which business and economic transactions are conducted through digital electronic means	Based upon relative standing among the states on six related measures	Same as above
		How efficiently capital is put	Based upon relative standing	Same as above

#	<u>Indicator</u>	<u>What it measures</u>	<u>Calculation</u>	<u>Source of data</u>
E29	New Economy Index: Innovation capacity	to use	among the states on five related measures	
E30	% of Maryland residents with advanced degrees or more	Importance of graduate and professional degrees to Maryland's economy	Self-explanatory	U.S. Census Bureau, American Fact Finder, 2013, Table S1501, Census Bureau, Population Estimates, via Web (www.census.gov).

* North American Industry Classification System (NAICS)

** U.S. Department of Labor, BLS Standard Occupational Classification (SOC) code

DESCRIPTION OF DASHBOARD INDICATORS

SPECIFIC USM INSTITUTIONS

INSTITUTION – SPECIFIC INDICATORS – UNIVERSITY OF BALTIMORE		
#	<u>Indicator</u>	<u>Source of data</u>
1-UB	Percent of graduates who pass bar exam on initial attempt	UB, MFR
2-UB	Sponsored research dollars per full-time faculty	UB, MFR
3-UB	Percent of part-time faculty	IPEDS, Employees by Assigned Position (Peer Performance Measures)
4-UB	Number of minority students graduating annually (all levels)	UB, MFR
5-UB	Percent of students who are economically disadvantaged	UB, MFR
7-UB	Percent of students involved with non-traditional learning activities	UB, MFR

INSTITUTION – SPECIFIC INDICATORS – UNIVERSITY OF MARYLAND BALTIMORE		
#	<u>Indicator</u>	<u>Source of data</u>
1-UMB	Passing rate on Bar exam	ABA-LSAC, <u>Official Guide to ABA-Approved Law Schools</u> (Peer Performance Measures)
2-UMB	Passing rate on Medical licensure exam	UMB, IR office (Peer Performance Measures)
3-UMB	Passing rate on Nursing licensure exam	UMB, IR office (Peer Performance Measures)
4-UMB	Passing rate on Dentistry licensure exam	UMB, IR office (Peer Performance Measures)
5-UMB	National ranking NIH awards to medical schools (public only)	UMB, MFR, IR office
6-UMB	National ranking NIH awards to dental schools (public & private)	UMB, MFR, IR office
7-UMB	Number of specialty law programs ranked among top 10 nationally	UMB, MFR (Data from U.S. News, America's Best Graduate Schools)
10-UMB	Total headcount enrollment	USM, Admin. & Finance, EIS
11-UMB	Afr. Amer., Hispan., & Native Amer. as percent of total headcount enrollment	NCES, IPEDS, Fall Enrollment Survey (Includes African-American, Hispanic & Native American at <u>all levels</u>)
12-UMB	Graduate & 1 st professional as percent of total headcount enrollment	NCES, IPEDS, Fall Enrollment Survey (Peer Performance Measures)
13-UMB	Grant & contract awards	UMB, IR office, from USM Extramural Funding Report, MFR
14-UMB	Total R&D expenditures in medicine per full-time medical faculty	NSF, Academic R&D Expenditures; UMB, IR office, for faculty numbers
16-UMB	Number of nursing graduates (BSN, MS, PhD)	UMB, IR
17-UMB	Number of pharmacy graduates (PharmD)	UMB, MFR

INSTITUTION – SPECIFIC INDICATORS – UNIVERSITY OF MARYLAND BALTIMORE		
#	Indicator	Source of data
18-UMB	Number of dentistry graduates (DDS)	UMB, MFR
19-UMB	Days of charity care provided by clinical medical faculty	UMB, MFR

INSTITUTION – SPECIFIC INDICATORS – UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE			
#	Indicator	Stateside/Worldwide	Source of data
1-UMUC	Total undergraduate headcount enrollment (AY)	Stateside	USM office, EIS
2-UMUC	African-Americans as percent of total undergraduates	Stateside	UMUC, IR office, Peer Performance
3-UMUC	Percent of students who are economically disadvantaged	Stateside	UMUC, IR office, MFR
4-UMUC	Percent of students who are 25 years of age or older	Stateside	UMUC, IR office, Peer Performance
6-UMUC	Number of stateside online courses	Stateside	UMUC, IR office, Peer Performance
7-UMUC	Number of worldwide online enrollments (students x classes enrolled in)	Worldwide	UMUC, IR office, Peer Performance
8-UMUC	Total number of off campus or distance education enrollments	Worldwide	UMUC, IR office, MFR
10-UMUC	Number of technology & management post-baccalaureates awarded	Stateside	UMUC, IR office, Peer Performance
11-UMUC	Operating budget savings as percent of state-supported budget	Stateside	UMUC, IR office, MFR

INSTITUTION – SPECIFIC INDICATORS – UNIVERSITY OF MARYLAND CENTER FOR ENVIRONMENTAL SCIENCES		
#	Indicator	Source of data
1-UMCES	Average GRE score of incoming students directed by UMCES faculty	UMCES, IR office, MFR
2-UMCES	Number of peer reviewed publications by UMCES faculty	UMCES, IR office, MFR
3-UMCES	Number of citations per peer reviewed publication	UMCES, IR office, MFR
5-UMCES	Number of UMCES-sponsored Chesapeake Bay restoration projects	UMCES, IR office, MFR
6-UMCES	Number of K-12 teachers trained in UMCES environmental projects	UMCES, IR office, MFR
7-UMCES	Number of K-12 students involved in UMCES environmental education projects	UMCES, IR office, MFR
8-UMCES	Total R&D expenditures (000s)	NSF, Academic R&D Expenditures; MFR
9-UMCES	Total R&D expenditures per core faculty (including Tenured/Tenure Track and Research Professor Lines)	UMCES, IR office, MFR

PERFORMANCE PEERS FOR USM INSTITUTIONS 2012

<u>University</u>	<u>ST</u>	<u>UNITID</u>
<u>Bowie State U.</u>		
Alabama A&M U.	AL	100654
Alabama State U.	AL	100724
Auburn U., Montgomery	AL	100830
California State U., Bakersfield	CA	110486
Columbus State U.	GA	139366
Indiana U., Southeast	IN	151379
New Jersey City U.	NJ	185129
Norfolk State U.	VA	232937
Prairie View A & M U.	TX	227526
Sul Ross State U.	TX	228501

<u>Coppin State U.</u>		
Albany State U.	GA	138716
Alcorn State U.	MS	175342
Augusta State U.	GA	138983
Cheyney U. of Penn.	PA	211608
Henderson State U.	AR	107071
Louisiana State U., Shreveport	LA	159416
Nicholls State U.	LA	159966
North Carolina, U. of, Pembroke	NC	199281
Virginia State U.	VA	234155
Western New Mexico U.	NM	188304

<u>Frostburg State U.</u>		
Bridgewater State C.	MA	165024
Clarion U. of Penn.	PA	211644
East Stroudsburg U. of Penn.	PA	212115
Indiana U., South Bend	IN	151342
Massachusetts, U. of, Dartmouth	MA	167987
Rhode Island C.	RI	217420
Sonoma State U.	CA	123572
SUNY, C. at Plattsburgh	NY	196246
SUNY, C. at Potsdam	NY	196200
Western Connecticut State U.	CT	130776

<u>Salisbury U.</u>		
Bloomsburg U. of Penn.	PA	211158
Massachusetts, U. of, Dartmouth	MA	167987
Millersville U. of Penn.	PA	214041
North Carolina, U. of, Wilmington	NC	199218
Northern Iowa, U. of	IA	154095
Sonoma State U.	CA	123572
Southeast Missouri State U.	MO	179557
SUNY, C. at Oswego	NY	196194
SUNY, C. at Plattsburgh	NY	196246
SUNY, Fredonia	NY	196158

PERFORMANCE PEERS FOR USM INSTITUTIONS 2012

<u>University</u>	<u>ST</u>	<u>UNITID</u>
<u>Towson U.</u>		
Ball State U.	IN	150136
California State U., Sacramento	CA	110617
East Carolina U.	NC	198464
Eastern Michigan U.	MI	169798
James Madison U.	VA	232423
Massachusetts, U. of, Boston	MA	166638
North Carolina, U. of, Charlotte	NC	199139
Northern Iowa, U. of	IA	154095
Portland State U.	OR	209807
Western Kentucky U.	KY	157951

<u>U. of Baltimore</u>		
Auburn University-Montgomery	AL	100830
Citadel Military College of South Carolina	SC	217864
Governors State University	IL	145336
New Jersey City University	NJ	185129
Texas A & M University-Corpus Christi	TX	224147
University of Houston-Clear Lake	TX	225414
University of Illinois at Springfield	IL	148654
University of Michigan-Dearborn	MI	171137
University of Wisconsin-Whitewater	WI	240189
Western Connecticut State University	CT	130776

U. of Maryland, Baltimore (same as aspirational peers)

Alabama, U. of, Birmingham	AL	100663
California, U. of, San Francisco	CA	110699
Illinois, U. of, Chicago	IL	145600
Maryland, U. of, Baltimore	MD	163259
Michigan, U. of, Ann Arbor	MI	170976
North Carolina, U. of, Chapel Hill	NC	199120

U. of Maryland, Baltimore County

Arkansas, U. of, Main	AR	106397
California, U. of, Riverside	CA	110671
California, U. of, Santa Cruz	CA	110714
Clemson U.	SC	217882
Massachusetts, U. of, Amherst	MA	166629
Mississippi State U.	MS	176080
New Jersey Institute Tech.	NJ	185828
Oklahoma State U., Main	OK	207388
Rhode Island, U. of	RI	217484
Wyoming, U. of	WY	240727

U. of Maryland, College Park (same as aspirational peers)

California, U. of, Berkeley	CA	110635
California, U. of, Los Angeles	CA	110662
Illinois, U. of, Urbana-Champaign	IL	145637
Michigan, U. of, Ann Arbor	MI	170976
North Carolina, U. of, Chapel Hill	NC	199120

PERFORMANCE PEERS FOR USM INSTITUTIONS 2012

<u>University</u>	<u>ST</u>	<u>UNITID</u>
<u>U. of Maryland, Eastern Shore</u>		
Alabama A&M U.	AL	100654
Albany State U.	GA	138716
Alcorn State U.	MS	175342
California State U., Bakersfield	CA	110486
Fort Valley State U.	GA	139719
North Carolina A&T State U.	NC	199102
North Carolina, U. of, Pembroke	NC	199281
Prairie View A & M U.	TX	227526
South Carolina State C.	SC	218733
Virginia State U.	VA	234155

U. of Maryland, University College

Boise State U.	ID	142115
California State U., Dominguez Hills	CA	110547
California State U., Fullerton	CA	110565
CUNY Bernard Baruch C.	NY	190512
CUNY Herbert H. Lehman C.	NY	190637
CUNY Hunter C.	NY	190594
CUNY Queens C.	NY	190664
Eastern Michigan U.	MI	169798
Florida Gulf Coast U.	FL	433660
Southern Connecticut State U.	CT	130493