

## CAPITAL OUTLAY, LEASES, AND REAL ESTATE

### PERFORMANCE MEASURES

#### General Accountability Measures

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

#### Specific Performance Measures

Performance Measure	Benchmark	[Institution] Results
Number of days on average for institution to process change orders locally	Before decentralization, number of days on average for Bureau of Capital Outlay Management (“BCOM”) to process change orders (UVA data to be used as proxy benchmark for all institutions)	
Number of days on average for institution to complete code review, including fire and life safety	BCOM established standard for code review turnaround time (21 days)	N/A at this time for Virginia Tech who will not be designating a building official or creating a review unit.
Number of days saved by BOV approval of NGF projects compared to state approval	Number of days that would have been required from BOV approval to Appropriation Act effective date	
Average number of days for institution to approve a lease	Average number of days for Real Estate Services to approve a lease (UVA and VT proxy data)	

## FINANCE AND ACCOUNTING

### PERFORMANCE MEASURES

#### General Accountability Measures

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

#### Specific Performance Measures

Performance Measure	Benchmark	[Institution] Results
Stability of tuition and fee increases over time	Trend tuition and fee percentage increases from 1990-2005 compared to percentage increases over the timeframe of the six-year plan	
Bond rating from at least one of three rating agencies	An unenhanced rating received in the last three years within the double –A range or better from either Moody’s, S&P, or Fitch	
Annualized investment returns earned on operating cash balances invested by the institution over a rolling three year period	The annualized yield on the 91-day Treasury Bill Index over a rolling three year period	
Debt burden ratio (actual annual debt service on a long-term debt, excluding commercial paper or other bond anticipation notes, divided by total operating expenses)	Equal to or less than 7%	
Write off of bad debts from tuition, fees, room, and board charges	Less than or equal to 1% of prior year’s operating revenues, over a rolling three year period	
Percentage of recovery of delinquent accounts receivable sent to outside collection agencies or litigation	Greater than or equal to 10% of dollar value of the accounts referred to collection agencies, averaged over the last three years	
Amount of need-based financial aid for undergraduate Virginia students	Trend data against a baseline calculation in 2005-06	
Amount of need-based grants for undergraduate Virginia students	Trend data against a baseline calculation in 2005-06	

## HUMAN RESOURCES

### PERFORMANCE MEASURES

#### General Accountability Measures

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

#### Specific Performance Measures

Performance Measure	Benchmark	[Institution] Results
Percentage of turnover as an indicator of staff stability and staff satisfaction	Average percentage turnover rate should trend with College and University Personnel Administrators (“CUPA”)- Human Resources (“HR”) benchmark, which is approximately 11%	
Internal transfers/promotions as a percentage of total number of hires as a measure of the extent to which the institution hires or promotes from within	Percentage rate should be equal to or greater than CUPA-HR benchmark, which is 25%	
Average number of days to classify new positions or reclassify a staff position as a measure of effectiveness of the classification process	Average should be equal to or less than CUPA-HR benchmark, which is approximately 30 days	
Average number of days to hire staff, from recruitment posting to the candidate’s acceptance OR state date of the position as a measure of effectiveness	Trend data against baseline average in 2005-06.	
Compliance with Restructuring Act election provisions	Track percent of (i) total employees who are participating in the institutional HR system and (ii) current employees who have elected to participate in the institutional HR system	

## INFORMATION TECHNOLOGY

### PERFORMANCE MEASURES

#### General Accountability Measures

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

#### Specific Performance Measures

Performance Measure	Benchmark	[Institution] Results
Major information technology projects will be completed on approved schedules and within approved budgets	Projects are completed on time and within budget at a rate that matches industry standards	
All faculty and students have convenient access to a distributed learning and collaboration environment, with course management systems in support of such services as online content; student information and library systems upgraded as major changes in technology warrant	xx% (based on individual university metric) of all 2005-2006 courses utilize technically up-to-date course management systems	
Institutions will leverage their collective expertise to save money and help strengthen security programs	There is evidence of collaboration among institutions, such as the Higher Education Virginia Alliance for Security Computing and Networking (VA SCAN)	
The institution complies with policies for the procurement of information technology goods and services, including professional services, that are consistent with the requirements of § 23.38.110 of the Restructured Higher Education Financial and Administrative Operations Act and that include provisions addressing cooperative arrangements for such procurement as described in § 23.38.110	Results of external and internal audits indicate compliance	

## PROCUREMENT AND SURPLUS PERSONAL PROPERTY

### PERFORMANCE MEASURES

#### General Accountability Measures

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

#### Specific Performance Measures

Performance Measure	Benchmark	[Institution] Results
Goals established in the plan submitted to the State under current law for Small, Woman-owned and Minority-owned procurement. Performance will be reported quarterly	Accomplishment of goals and improvement on previous performance	
Maximize operational efficiencies and economies through the adoption of best practices for electronic procurement	Increased use of electronic procurement as measured by dollar value	
Volume of cooperative procurements	Measure increase in the number of existing contracts renewed and new contracts over the number of current contracts	
Vendor protests with a legal basis for the protest	Number of such vendor protests as compared to 2005-2006	