



THE STRATEGIC COMPASS SCORECARD
PROGRESS & ACCOUNTABILITY

UPDATED OCTOBER 2021

Compass Point #4: Resource Efficiency and Utilization

Amy Bosio / CFO

OBJECTIVE	KEY RESULTS	Metric Definition	Initial 2017-2018 Baseline	ACHIEVED				GOAL BY:
				18-19	19-20	20-21	21-22	22-23
1. Integrated financial plan								
a. Progress to balanced budget	Budget deficit/surplus	Fiscal Year Increase / (Decrease) of Net Assets from Operating Activities - Audited Statements	(\$3.6M)	(\$3.5M)	(1.5M)	TBD		\$1M
b. Capital and leased space development	Revenues and savings	Accumulated Fiscal Year Revenue from Leased Space and Under-utilized Facilities Assets for FY19-FY23	\$0	\$252,000.00	\$268,148.08	\$56,736.00		\$750K
2. Deferred maintenance spending	Dollar amount	Accumulated Capitalized Facilities Spending for FY19-FY23	\$100,000	TBD	Phase 1 of \$7.5M Bond Project will commence	Ongoing bond project		\$15M
3. Master Plans								
a. Campus Master Plan	Start FY2019; Implementation TBD	Placeholder for Master Plan - to be completed once we have a Board Approved Plan to Implement	N/A	Master Plan development Started	Selected architect, partnership agreements underway	Assessing funding opportunities and structure		
b. Information Technology Master Plan	Start FY2020; Tentative Completion FY2023	Placeholder for <u>Technology Strategic Plan</u> - including current state assessment, future state target, multi-year transition plan and business plan to invest in infrastructure, software, organization, business continuity and cyber security	N/A	No Progress	External assessment (Edge) took place	Project prioritization - Investment of \$1.5 million identified CARES Funding		
4. Operations								
a. Process improvement program	Percentage savings/ number of projects	Accumulated : # of Business Process Improvement Projects Completed AND documented % productivity improvement.	0 / 0%	1 (Academic Operations)		1 - Budget Process, Budget Advisory Committee		5
b. Shared Services Business Model		Operational Improvements measured in annual expense savings/ increased returns	\$0	\$0	RFP for Audit/Tax Services (Est. \$30K-\$50K savings)	Outsourcing facilities, dining, project management, printing, and conferences & special events; change in insurance brokers		\$1.0M



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b. Employee satisfaction	Survey results/retention	Completed Human Resources Employee Survey; including baseline results; 3 year results; 5 year results	N/A	No Progress	HR Survey Developed / Implementation TBD	Participated in Great Colleges to Work for Study - Results TBA		TBD
5. Revenue diversification								
a. Tuition vs. other revenues	Tuition vs. other revenues	% of Net Tuition Revenue to Total Net Revenue	78.8 : 21.2	77.7 : 22.3	79.1	78.22		75.0 : 25.0 Placeholder (Final target benchmark TBD)