



Dashboards 101: Examples & Advice for Developing an Institutional Dashboard

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Agenda

- ◆ Define a dashboard
- ◆ Explore types of dashboard indicators
- ◆ Provide examples of institutional dashboards
- ◆ Tips for creating/modifying a dashboard
- ◆ Incorporating peer data



Management Reporting Tools

- ◆ Balanced Scorecard
- ◆ Baldrige 7 Quality Criteria
- ◆ Strategic Performance Measures
- ◆ Six Sigma
- ◆ Performance Indicators
- ◆ Dashboard Indicators



Definition

Dashboard \ 'dash-,bo(ə)rd\ n

- ◆ 1: a panel extending across an automobile, airplane, or motorboat below the windshield and usually containing dials and controls (Webster)
- ◆ 2: a group of financial indicators and other operational outcomes measures that reflect key elements of an entity's strategic direction used to "navigate" the organization, much in the same way a pilot uses the array of indicators in the cockpit to monitor and navigate an airplane. (Doerfel & Ruben, "Developing more adaptive, innovative and interactive organizations", *New Directions for Higher Education*, no. 118, 2002.)



Our Definition

- ◆ A one to two page document that presents critical information (indicators) in a succinct, easily understood, visually appealing format. A tool used to inform viewers of the current state of affairs, to provide information to evaluate performance and to help decision makers move an institution forward. (Terkla, 2005)



Methodology

- ◆ 66 dashboards
- ◆ Google Search
- ◆ On-line request
 - ◆ Electronic Air
 - ◆ NEAIR List Serve
 - ◆ SAIR Newsletter
 - ◆ HEDS List Serve



Important Aspects

- ◆ Only the most important indicators
- ◆ Operationally focused – tied to mission/strategic plan
- ◆ Easy to comprehend – instant visual impact
- ◆ Number of indicators varies greatly (3 to 68)
- ◆ Grouped measures into 11 broad categories
- ◆ Within categories – subgroups with 6 to 100 indicators



Developing List of Indicators

- ◆ What information will help us measure progress?
- ◆ Who will provide input in determining appropriate indicators?



Indicators

- ◆ Financial
- ◆ Admissions
- ◆ Enrollment
- ◆ Faculty
- ◆ Student Outcomes
- ◆ Student Engagement
- ◆ Academic Information
- ◆ Physical Plant
- ◆ Satisfaction
- ◆ Research
- ◆ External Ratings



Financial Indicators

- ◆ 80% Endowment & Expense Data
 - ◆ Market value
 - ◆ Endowment per FTE
 - ◆ Endowment growth rate
- ◆ 73% Advancement
 - ◆ Alumni giving rate
 - ◆ Total gifts
 - ◆ Alumni gifts
- ◆ 64% Financial Aid Information
 - ◆ Tuition discount
 - ◆ % students receiving aid
 - ◆ % receiving institutional grants
- ◆ 47% Fees/Tuition Data



Admissions Indicators

- ◆ 79% Admissions Scores
 - ◆ Average SATs or ACTs
 - ◆ % in top 10 percent of high school class
 - ◆ Average high school GPA
- ◆ 71% General Admissions Data
 - ◆ Yield rate
 - ◆ Admit rate
 - ◆ Number of applications
- ◆ 21% Graduate Admissions Information
 - ◆ Graduate test scores
 - ◆ Admit rate



Enrollment Indicators

- ◆ 77% Enrollment Figures
 - ◆ Undergraduate enrollment
 - ◆ Graduate headcount
 - ◆ Number of new freshmen
- ◆ 72% Enrollment Figures special populations
 - ◆ % of minority students
 - ◆ % of international students
 - ◆ % of female/male students



Faculty Indicators

- ◆ 77% Faculty
 - ◆ FTE
 - ◆ % with terminal degrees
 - ◆ Average faculty salary by rank
- ◆ 33% Composition of Special Populations
 - ◆ % minority
 - ◆ % female/male
 - ◆ % female/male by tenure



Student Outcomes

- ◆ 73% Graduation Rates
 - ◆ 4, 5, & 6 year rates
- ◆ 71% Retention Rates
 - ◆ Freshmen retention rate
 - ◆ Fall to fall retention
- ◆ 41% Measures of Success
 - ◆ % employed
 - ◆ % going to graduate school
- ◆ 23% Completions & Awards
 - ◆ Number of degrees awarded
 - ◆ Number of students who graduated with special honors
- ◆ 15% Graduation Rates – Special Populations



Student Engagement

- ◆ 57.6% Student Engagement
 - ◆ % of students studying abroad
 - ◆ % of students writing honors thesis
 - ◆ % of students living on-campus



Academic Information

- ◆ 55% Student/Faculty Contact
 - ◆ Student-Faculty ratio
 - ◆ Number of classes < 20 students
 - ◆ Number of classes > 50 students
- ◆ 47% Academic Information
 - ◆ Number of fellowships
 - ◆ Number of course sections offered
 - ◆ ARL ranking of library



Physical Plant

- ◆ 38% Physical Plant Information
 - ◆ Plant reinvestment rate
 - ◆ Seats/station utilization
 - ◆ Space utilization



Satisfaction

- ◆ 35% Student Satisfaction
 - ◆ % Undergraduate satisfaction
 - ◆ Alumni satisfaction
 - ◆ Student satisfaction with instruction
- ◆ 11% Employer/Staff Satisfaction
 - ◆ Employer satisfaction
 - ◆ Employee satisfaction
 - ◆ Community satisfaction
- ◆ 5% Faculty Satisfaction



Research

- ◆ 35% Research Measures
 - ◆ Expenditures
 - ◆ Total research support
 - ◆ # of patents awarded
 - ◆ Total externally funded research



External Ratings

- ◆ 21% Peer Assessment Data
 - ◆ US News tier
 - ◆ US News peer assessment score
 - ◆ US News rating



Visual Presentations Vary

- ◆ Matrices of numbers
- ◆ Graphical presentations
- ◆ Trend lines
- ◆ Peer data
- ◆ Incorporation of symbols and/or color



Hamilton

						Strategic Direction			
						1 yr. Change	1 yr. Goal	5 yr. Trend	5 yr. Goal
Enrollment	99/00	00/01	01/02	02/03	03/04				
FT degree enrollment	1,710	1,744	1,707	1,808	1,755	Down		Up	
Freshman retention rate						Up		Up	
6 year graduation rate						Up		Up	
Students of color						Down		Up	
International students						Up		Up	
States/countries of students						Dwn/Up		Up/Up	
Admissions									
# of applicants						Down		Up	
Admit rate						Up		Up	
Yield rate						Up		Up	
Top 10% of class (enrolled)						Up		Up	
Average SAT (enrolled)						Up		Up	



Dartmouth

Prototype; data are fictitious.

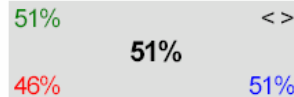
DARTMOUTH DASHBOARD

UNDERGRADUATE

1. Apps per Matriculant



2. Yield



3. Average SATs

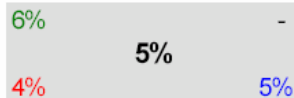


7 years only.

4. Minority Students



5. International Students



6. Students with Aid



7. Honors in Major



8. Study Abroad



4 years only.

9. Small Classes



6 years only.

10. Large Classes



6 years only.

11. Student/faculty Ratio

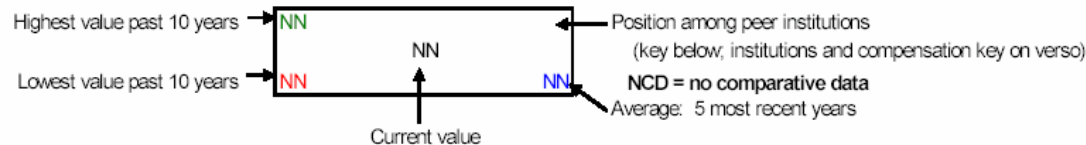


12. Tenure-track Instruction



1 year only.

Key



Dartmouth's Position (among 17, top-rank is most desirable)

++ among the top 3

<> 8th through 10th

- 11th through 14th

+ 4th through 7th

-- lowest 3

Orange caption indicates a condition of concern

Pink caption indicates major positive trend



MSU-Bozeman

Dashboard Indicators, MSU-Bozeman

i Facts & Stats

Annual FTE Enrollment	FY98	FY99	FY00	FY01	FY02	FY03
Resident						
Undergraduate	7,039.07	7,126.60	7,071.27	7,150.97	7,320.97	7,442.67
Graduate	451.04	474.17	555.42	589.05	606.34	641.62
Subtotal	7,490.11	7,600.77	7,626.69	7,740.02	7,927.31	8,084.29
Nonresident						
Undergraduate	2,345.27	2,321.50	2,209.75	2,095.54	1,855.04	1,898.84
Graduate	179.92	198.96	231.21	199.38	202.08	237.76
Subtotal	2,525.19	2,520.46	2,440.96	2,294.92	2,057.12	2,136.60
WUE	194.02	253.19	334.30	376.50	459.50	453.58
Total	10,209.32	10,374.42	10,401.95	10,411.44	10,443.93	10,674.47



Longwood

Actual Peer Institutions 1999-2000

Institution:	Academic Reputation	Mid-point SAT	Persist. Rate	Graduation Rate	% Alumni Giving	% E&G to Instruction	Ave. Fac. Salary	Satisfaction Index
Longwood College	2.9	1045	78%	60%	30%	51%	\$47,400	**
Plymouth State College	2.6	960	67%	52%	18%	48%	\$51,900	**
Salisbury State University	2.8	1115	83%	60%	13%	49%	\$47,100	**
Shippensburg University (PA)	2.9	1050	77%	64%	25%	49%	\$63,400	**
Sonoma State University	3.3	1040	76%	48%	6%	51%	\$59,600	**
SUNY Fredonia	2.9	1090	80%	68%	14%	45%	\$49,000	**
SUNY Plattsburg	2.7	1060	78%	61%	19%	51%	\$46,700	**
SUNY Potsdam	2.7	1025	76%	55%	18%	46%	\$44,900	**
UNC - Wilmington	3.2	1080	79%	54%	13%	57%	\$50,700	**
Univ. of Wisconsin: River Falls	2.9 ACT		69%	44%	17%	50%	\$50,000	**
Willamette University	3	1220	89%	74%	33%	33%	\$56,800	**

Longwood Rank (of 11)	4	7	5	4	2	2	8	6
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NOTES: Academic Reputation, Mid-point SAT, Persistence Rate, Graduation Rate, and Percent Alumni Giving are from the *U.S. News & World Report* Rankings for the Year 2000. (Mid-point SAT is the mid-point of the 25th and 75th percentiles reported in *U.S. News & World Report*; Persistence and Graduation Rates are averages over three years.) Percent E&G to Instruction [Instruction/(Total E&G - Research - Scholarships - Mandatory Transfers)] is from the IPEDS Finance Reports for 1995-96 (the most recent available). Average Salary is from the March 1999 issue of *Academe*, the Bulletin of the AAUP (again, the most recent available). Satisfaction Index is from the College Student Experiences Questionnaire. (Individual institution data are not available for the CSEQ; the ranking is based on five actual benchmark institutions and is interpolated to apply to all 11 institutions. Longwood ranks at the 48th percentile. Satisfaction level is not significantly different than the mean of these benchmark institutions.)




Miami

UM Student Dashboard, 2004

Admission Indicators


Top HS Decile

 Mid. of Peers
80%


Average SAT

 **Below Peers**
NA

Accept Rate

 Mid. of Peers
NA

Yield Rate

 Below Peers
NA


Data displayed is not actual data.

Student Body Indicators

NF Enrollment

 Mid. of Peers
NA

UG Enrollment

 Mid. of Peers
NA


Grad. Enrollment

 Below Peers
NA

Prof. Enrollment

 Mid. of Peers
NA

Doctoral Degrees

 Below Peers
NA

NF Retention Rate

 **Below Peers**
NA

Graduation Rate

 **Below Peers**
NA

% On-campus-DUG

 Mid. of Peers
NA

% Female-UG

 **Above Peers**
NA

% Minority-UG

 **Above Peers**
NA

% Int'l-UG

 **Above Peers**
NA

% Out-of-State-DUG

 Mid. of Peers
NA



Juniata

Indicator	Goal	How did JC CHANGE over Last Year?			Peer	How did JC COMPARE in FY 03?		
		Change	Current Year	5-yr High/Low		Peer Worst	JC	Peer Best
Unfunded Tuition Discount	39%		44.6%	44.6% 41.3%		43%		17%

Color: **Blue** = Improved/Better; **Red** = Worse; **Gray** = Neutral/Average

Symbol: Higher than last year Unchanged
 Lower than Last year



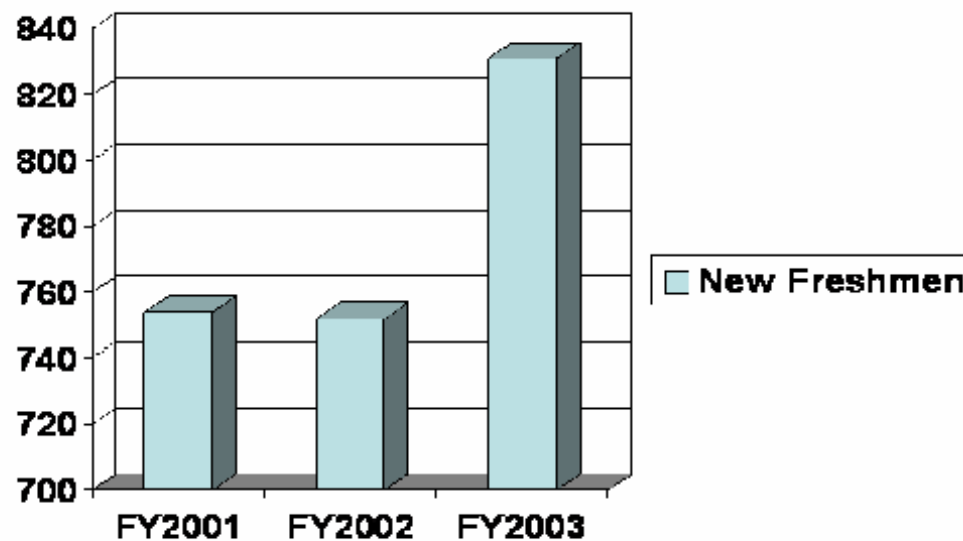
Fort Hays

Dashboard Indicators

Any dashboard has information that pertains to either what you need to know or what you want to know about how your institution is running. At FHSU, after careful consideration of what is essential to our effectiveness, we have identified a few "at a glance" measures to help anyone know what is going on at FHSU and how we are doing at it.

Student Learning Dashboard

1. First-time, full-time freshmen enrolling at FHSU





Dickinson



Dickinson College Strategic Plan

Useful Education

Crossing Borders

Enterprising Spirit

Leadership

Innovation

Decisiveness

Strategic Indicators and Goals for 2010

Plan Home Page
Strategic Plan II
Executive Summary
Preface
Mission
Vision
Environmental Analysis
Defining Characteristics and Enabling Conditions
Strategic Indicators
Strategic Plan I

Admissions	2000	2001	2002	2003	2004	2010 Goal
Total Applicants	3801	3820	4095	4633	4998	6000
Acceptance Rate	64%	64%	51%	52%	49%	40%
Yield	24%	25%	27%	26%	25%	25%
Total Freshmen	594	611	574	624	606	600
Average SAT	1216	1235	1239	1270	1274	1300
Top 10% Class Rank	50%	47%	45%	50%	51%	60%
Student Body	2000	2001	2002	2003	2004	2010 Goal
Total Matriculant Enrollment	2080	2159	2218	2235	2280	2250
% Male	39%	42%	42%	44%	45%	45%
% International	1%	1%	1%	2%	3%	7%
% Minority	5%	6%	7%	8%	11%	18%



Grand Rapids Community College



GRCC Dashboard: Learner Success

Fall to Fall Retention

Definition: Improving the retention of students is evidence of our commitment to student success.



Course Success

Definition: Student success in courses is calculated as the percent of students who finish a course with a grade of C or better.



Workforce Placement Rate

Definition: The percent of graduates who find employment or who continue their education at a 4-year college after leaving the community college



Learner Success: Course Success:

Definition: Student success in courses is calculated as the percent of students who finish a course with a grade of C or better. Students who withdraw from the course after the college's official semester count date are considered as failures. The table below shows course success rates for the total group as well as selected student segments. Benchmark comparisons are provided from four Vanguard colleges. Our success rate of 71% for our total group of students is above our target of 70% and above rates for our four benchmark colleges

Course Success Rates (N, grade C or better/N, all grades)	Fall 1999	Fall 2000	Fall 2001	Fall 2002	Fall 2003
Male	67%	67%	68%	67%	68%
Female	72%	72%	72%	72%	74%*
African American	51%	51%	53%	50%	54%
American Indian	55%	61%	57%	52%	59%
Asian	68%	69%	68%	68%	72%*
Hispanic	64%	59%	65%	64%	66%
White	72%	72%	73%	72%	73%*



Tufts



Tufts University Dashboard Winter 2004/2005

KEY: highest value for past 6 yrs → 50% 45% ↑
lowest value for past 6 yrs ← 33%

Change from previous year: ↑ higher ↓ lower ● no change
green = better red = worse black = neutral



Tufts University Dashboard Winter 2004/2005

KEY: highest value for past 6 yrs → 50% 45% ↑
lowest value for past 6 yrs ← 33%

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Student Body

Undergraduates (Headcount) 4,971 4,888 ↑ 4,734	Number of Ph.D Students 733 761 ↑ 696	All other Grad & Prof students 3,532 3,629 ↑ 3,194	6-yr. Undergrad Completion 90.0% 91.0% ↑ 86.0%
% UGs engaged in research 33% 37% ↑ 27%	% Undergrad Satisfaction 95% 91% ↓ 92%	# Undergrad Senior Thesis 79 92 ↑ 51	

Undergraduate Admissions

# Undergraduate applications 14,727 15,500 ↑ 13,471 as of 2/04/04	UG Acceptance Rate 33% 27% ↑ 23%	Undergraduate Yield 37% 32% ↓ 30%	% Minority entering class 23% 24% ↓ 36%
UG Avg. Class Rank 10 9 ↓ 9	Average Verbal SAT 657 678 ↑ 641	Average Math SAT 680 690 ↑ 668	Undergraduate % International 18% 12% ↓ 12%

Faculty

Tenure Track Head Count 449 432 ↓ 319	# in NAS, NAE, ICM, AAAS 17 14 ↓ 16	% Female 41% 42% ↑ 37%	% Minority 15% 17% ↑ 11%
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Instruction

% UG classes taught by tenure/tenure track* 53% 51% ↓ 48%	Undergraduate Student/Faculty Ratio 10/1 7/1 ↓ 8/1	UG Satisfaction with Teaching 85% 85% ↑ 82%	UG Satisfaction with Advising 69% 69% ↑ 67%
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*AY99-00 to AY02-03

Research

Expenditures in Thousands \$97,474 \$105,719 ↑ \$68,602	ICR in Thousands \$25,756 \$27,661 ↑ \$18,083	Resch Vol. per faculty-AS&E \$58,969 \$56,282 ↓ \$48,142	Resch. Vol.per faculty-all other \$248,321 \$262,321 ↑ \$214,419
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Finance

Endowment Value in millions \$697.2 \$778.9 ↑ \$460.4	Endowment Return 25% 12% ↑ 3%
% Op. budg. Sup. by endow 7% 6% ↓ 4%	Growth in net assets 17% 9% ↑ 1%
Tuition Discount 22% 23% ↑ 20%	

Advancement

Annual Fund (in Millions) \$5.0 \$5.5 ↑ \$3.6	% of Annual Fund Goal 45% 43% ↓ 42%
*As of December 31st Capital Achievement FY04 (Millions) \$83.7 \$104.5 ↑ \$51.2	*As of December 31st Annual Fund FY04 (Millions) \$10.4 \$11.5 ↑ \$8.2
UG Alumni engagement rate 29,364 42,733 ↑ 29,364	UG Alumni Participation Rate 32% 29% ↓ 27%

Undergraduates

Major awards to Undergrads 24 18 ↑ 12	% Seniors going to grad. sch 38% 38% ↑ 22%	% Seniors w/ at least 1 job offer 50% 37% ↑ 35%	UG Classes <20 Students 72% 73% ↑ 66%
% UG Satis. - Career Serv. 55% 66% ↑ 32%	USNWR Academ. Reputat. 3.7 3.6 ↓ 3.6		UG Classes >50 Students 7% 4% ↓ 5%

Admissions

Dental Dental Applications 2,828 2,322 ↑ 1,955 Dental Acceptance Rate 26% 20% ↓ 11% Dental Yield 48% 35% ↑ 29%	Fletcher Fletcher Applications 1,833 1,708 ↑ 1,087 Fletcher Acceptance Rate 46% 33% ↑ 29% Fletcher Yield 39% 34% ● 33%	Friedman Friedman Applications 260 183 ↓ 196 Friedman Acceptance Rate 60% 76% ↑ 41% Friedman Yield 62% 62% ↑ 48%	GSAS* GSAS Applications 1,901 1,862 ↓ 1,595 GSAS Acceptance Rate 52% 47% ↑ 44% GSAS Yield 47% 44% ↓ 44% <small>*2000-2001 to present</small>
GSOE* GSOE Applications 695 564 ↓ 343 GSOE Acceptance Rate 61% 53% ↑ 45% GSOE Yield 63% 54% ↑ 51%	Medical Medical Applications 6,526 6,649 ↑ 5,121 Medical Acceptance Rate 10% 7% ↓ 8% Medical Yield 41% 35% ↑ 32%	Medical MS, MPH Medical MS, MPH Applications 137 148 ↑ 95 Medical MS, MPH Accept. Rate 85% 77% ↑ 54% Medical MS, MPH Yield 52% 30% ↑ 26%	Sackler Sackler Applications 957 1,184 ↑ 768 Sackler Acceptance Rate 15% 9% ↓ 10% Sackler Yield 48% 45% ↑ 33%
Veterinary Veterinary Applications 792 716 ↓ 707 Veterinary Acceptance Rate 21% 23% ↑ 17%	Veterinary Veterinary Yield 60% 49% ↓ 50%		

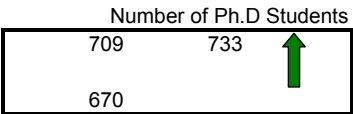
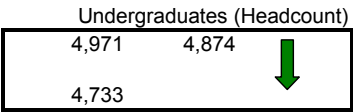
Faculty

Asst. Prof. Sal. % of Peer Group Sal. For Science 95% 93% ↑ 91%	Asst. Prof. Sal. % of Peer Group Sal. For Engineering 93% 97% ↑ 88%	Asst. Prof. Sal. % of Peer Group Sal. For Humanities 99% 105% ↑ 92%	Patent Applications filed 80 88 ↑ 50
Asst. Prof. Sal. % of Peer Group Sal. For Science 94% 102% ↑ 90%	% AS&E Fac. Hired from top 10 NRC-ranked grad prog 105% 30% ↓ 33%	USNWR Faculty Resources Rank 32 23 ↓ 22	Royalty Income** \$804,610 \$461,118 ↓ \$260,629 <small>**\$3.1 million in 00-01 excluded</small>

TUFTS UNIVERSITY	Dashboard Ratios	Winter 2004	February 6, 2004
Student Body	Faculty	Research	Advancement
Undergraduates (Headcount) 4,971 4,874 4,733	Tenure Track Head Count 449 438 319	Expenditures in thousands \$91,502 \$97,474 \$68,602	Annual Fund (in millions) \$9.5 \$10.4 as of year-end close \$8.2

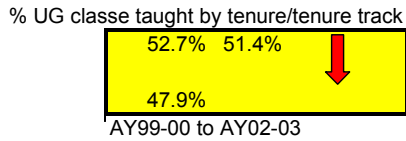
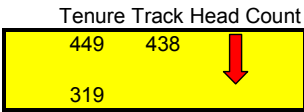
TUFTS UNIVERSITY

Student Body



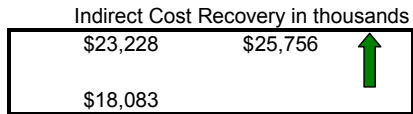
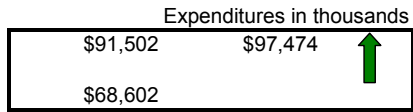
Dashboard Ratios

Faculty



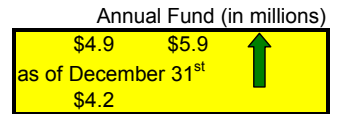
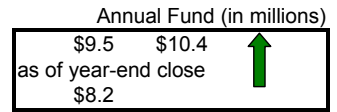
Winter 2004

Research



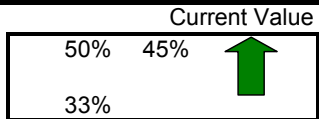
February 6, 2004

Advancement



% Undergrad engaged in research 32% 33% ↑ 27%	8/1	\$460,379,728	USNWR Academic Reputation 3.6 3.7 ↑ 3.6
Undergraduate Admissions # UG application 14,527 14,719 ↑ as of 2/04/04 12,366	UG satisfaction with teaching 85% 82% ↓ 83%	Endowment Return 25% 3% ↓ 5%	
UG Acceptance Rate	UG satisfaction with advising 69% 67% ↓ 68%	% Operating budget supported by 6% 7% ↑ 4%	

KEY:
highest value for past 6 years
lowest value for past 6 years



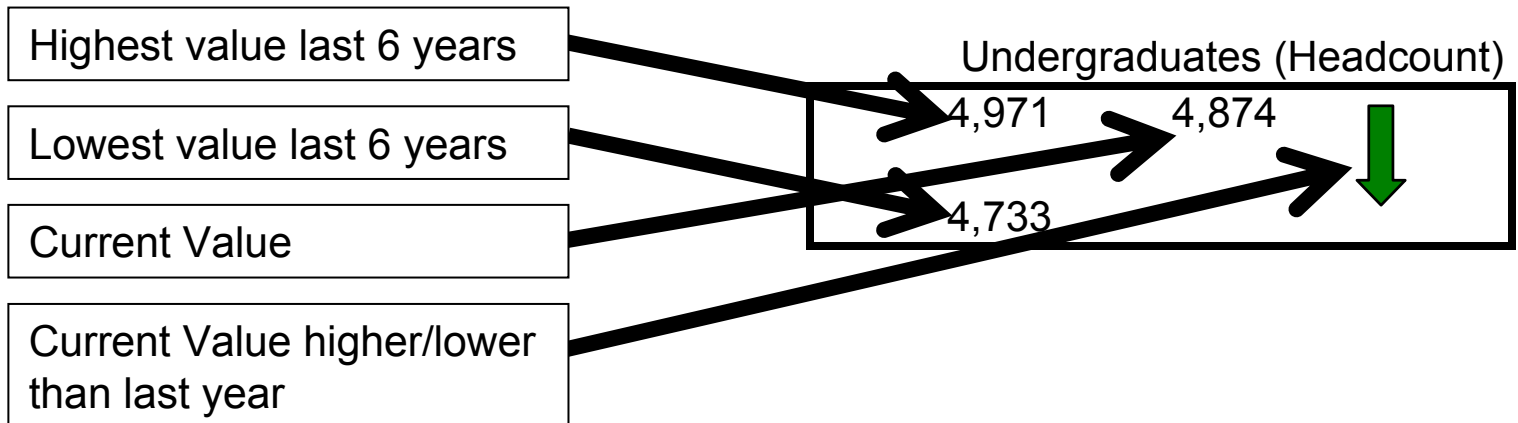
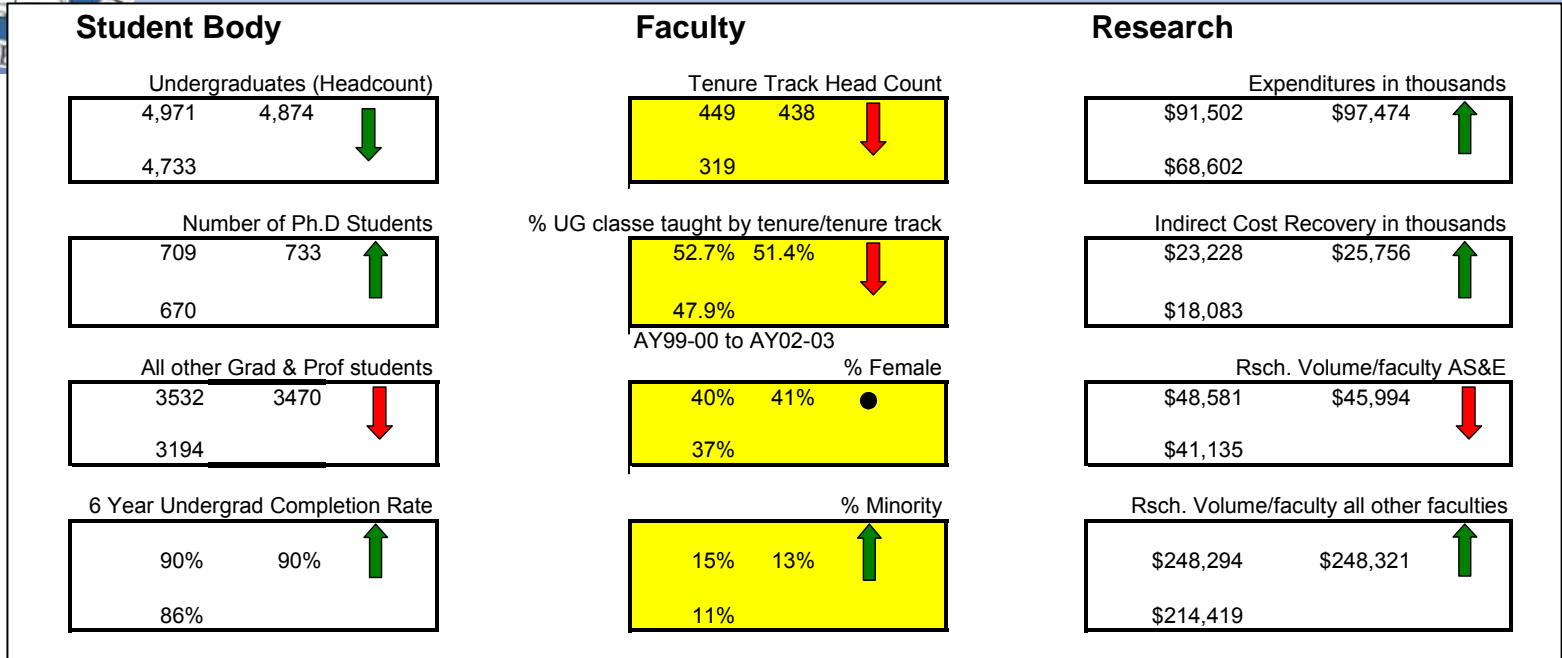
Direction of Change:
↑ higher
↓ lower
● no change

Importance of Change
green = better
red = worse
black = neutral

22%	UG Avg class rank 9 10 ↓ 12	UG 25-75% SAT 1250-1430 1250-1420 ↓ 1210-1410
KEY: highest value for past 6 years lowest value for past 6 years	Current Value 50% 45% ↑ 33%	Direction of Change: ↑ higher ↓ lower ● no change
		Importance of Change green = better red = worse black = neutral

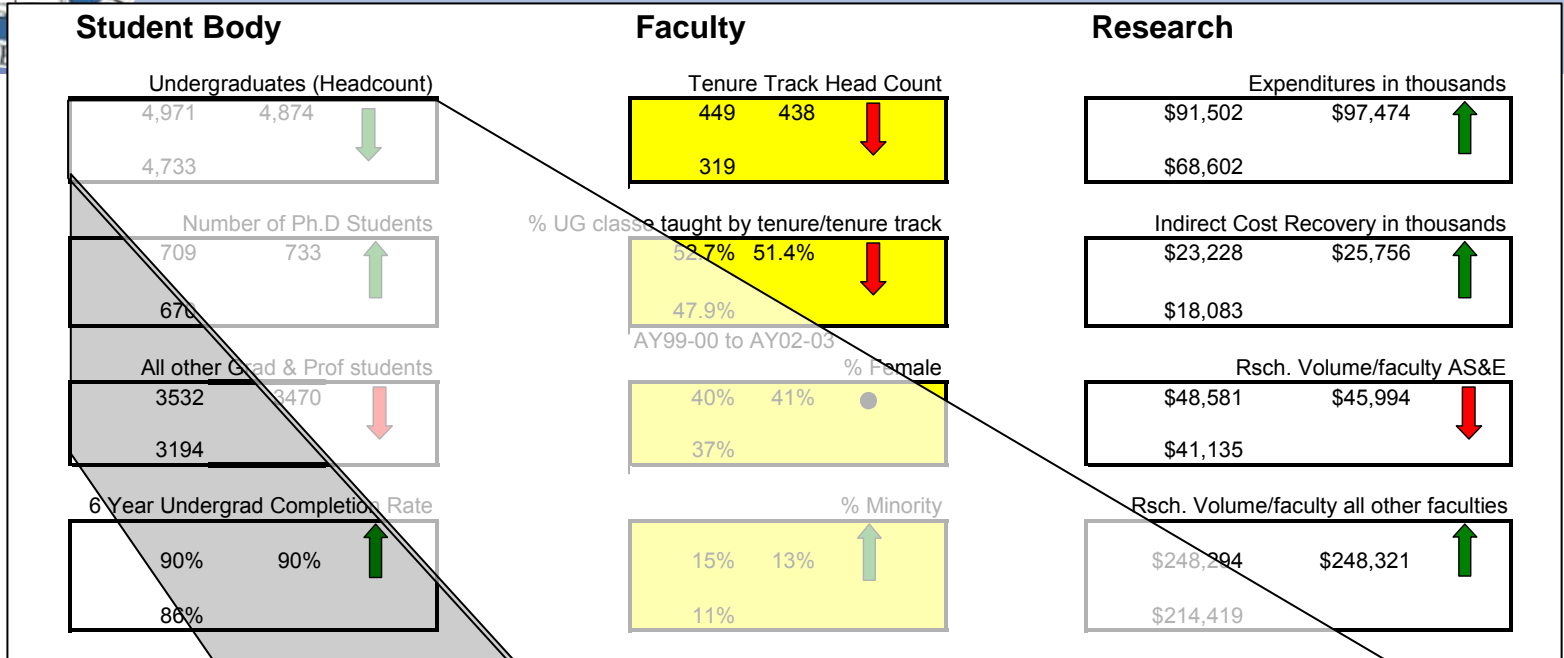


Old Dashboard





Old Dashboard

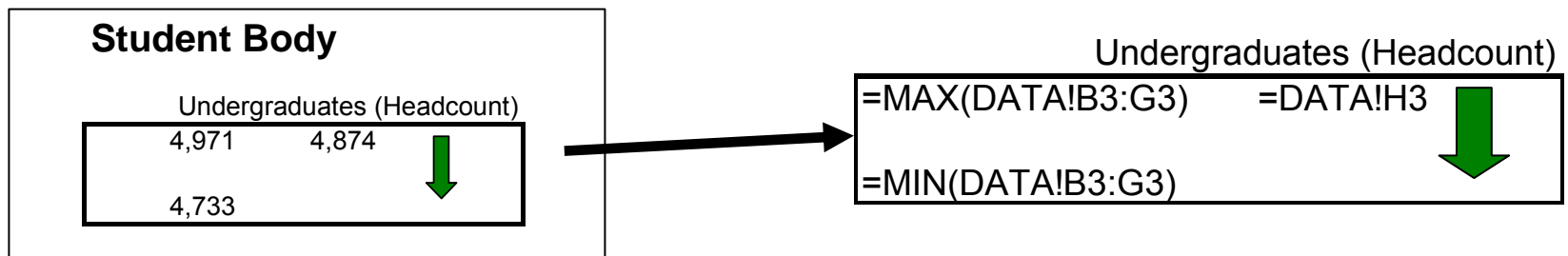


Undergraduates (Headcount)	<code>=MAX(DATA!B3:G3)</code>	<code>=DATA!H3</code>	↓
	<code>=MIN(DATA!B3:G3)</code>		
Number of Ph.D Students	<code>=MAX(DATA!B5:G5)</code>	<code>=DATA!H5</code>	↑
	<code>=MIN(DATA!B5:G5)</code>		
All other Grad & Prof students	<code>=MAX(DATA!B6:G6)</code>	<code>=DATA!H6</code>	↓
	<code>=MIN(DATA!B6:G6)</code>		



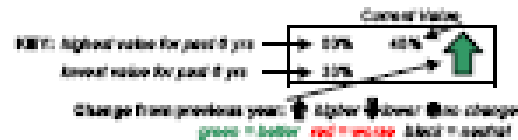
Problems with Old Dashboard

- ◆ Inconsistent formatting (column widths)
- ◆ Legal size
- ◆ Formulas on dashboards referenced data sheets directly
- ◆ Hard to check formulas
- ◆ Hard to change when updating





Tufts University
Dashboard Fall 2004



Student Body



Undergraduate Admissions



Faculty



Instruction



Research



Finance



Advancement





New Dashboard



Tufts University
Dashboard Fall 2004

KEY: *highest value for past 6 yrs* → 50% 45% **Current Value** ↑
lowest value for past 6 yrs → 33%

Change from previous year: ↑ *higher* ↓ *lower* ● *no change*
green = better red = worse black = neutral

Student Body

Undergraduates (Headcount) 4,971 4,888 ↑ 4,734	Number of Ph.D Students 733 761 ↑ 696	All other Grad & Prof students 3,532 3,629 ↑ 3,194	6-yr. Undergrad Completion 91.0% 91.0% ↑ 86.0%
% UGs engaged in research 33% 37% ↑ 27%	% Undergrad Satisfaction 95% 91% ↓ 92%	# Undergrad Senior Thesis 79 92 ↑ 51	

Undergraduate Admissions

# Undergraduate applications 14,727 15,525 ↑ 13,471 <i>as of 2/04/04</i>	UG Acceptance Rate 32% 28% ↑ 23%	Undergraduate Yield 37% 33% ↓ 31%	% Minority entering class 33% 27% ↓ 24%
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- ◆ New look
- ◆ Easier to update



Basic Technical Side

- ◆ Added “Indicators” sheet
 - ◆ Contains all dashboard information
- ◆ Indicators sheet references data sheet
- ◆ Dashboard references indicators sheet

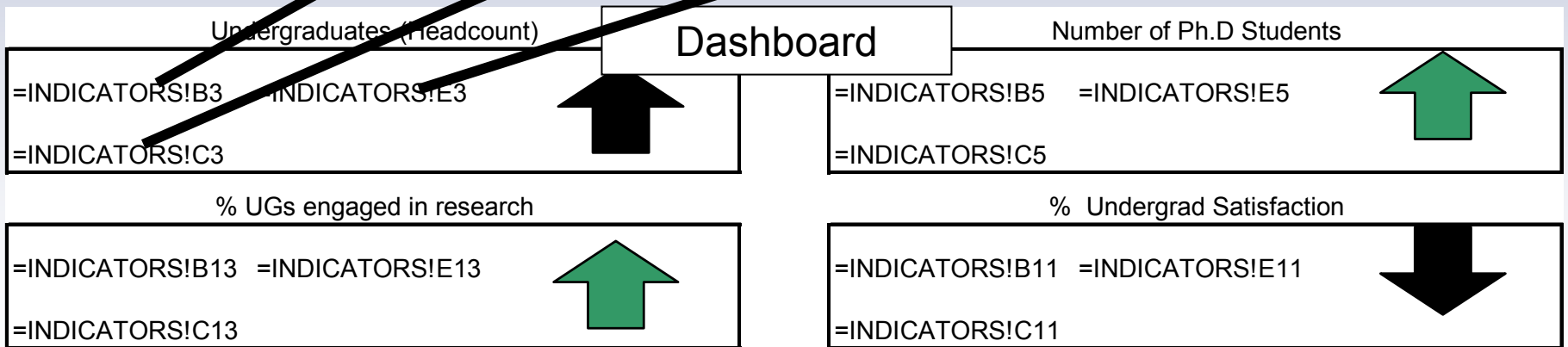
	A	B	C	D	E	H	I
1		6 Year High	6 Year Low	last year	Current Value		Current Value Higher/ Lower?
2	Student Body						
3	Number of Undergraduates (Headcount)	4,971	4,734	4,874	4,888		HIGHER
4	FTE	4,948	4,706	4,837	4,866		HIGHER
5	Number of Ph.D students	733	696	733	761		HIGHER
6	Number of all other grad & prof.	3,532	3,194	3,470	3,629		HIGHER
7	6-year completion rate	91%	86%	90%	91%		HIGHER

Data sheet

	A	B	C	D	E	F	G	H	I
		98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06
2	Student Body								
3	Number of Undergraduates	4777	4950	4971	4734	4889	4874	4888	5048
4	FTE	4768	4938	4948	4706	4857	4837	4865.5	5007
5	Number of Ph.D. Students	699	709	699	698	696	733	761	830
6	Number of all other grad & prof.	3194	3259	3347	3357	3532	3470	3629	3577
7	6-Year completion rate	86%	89%	90%	88%	90%	91%	90%	

Indicators sheet

	A	B	C	D	E	I
1		6 Year High	6 Year Low	last year	Current Value	nt Value / Lower?
2	Student Body					
3	Number of Undergraduates (Headcount)	=MAX(DATA!C3:H3)	=MIN(DATA!C3:H3)	=DATA!H3	=DATA!I3	BETTER
4	FTE	=MAX(DATA!C4:H4)	=MIN(DATA!C4:H4)	=DATA!H4	=DATA!I4	BETTER
5	Number of Ph.D students	=MAX(DATA!C5:H5)	=MIN(DATA!C5:H5)	=DATA!H5	=DATA!I5	BETTER
6	Number of all other grad & prof.	=MAX(DATA!C6:H6)	=MIN(DATA!C6:H6)	=DATA!H6	=DATA!I6	BETTER
7	6-year completion rate	=MAX(DATA!C7:H7)	=MIN(DATA!C7:H7)	=DATA!H7	=DATA!I7	BETTER



Data sheet

	A	B	C	D	E	F	G	H	I
		98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06
2	Student Body								
3	Number of Undergraduates	4777	4950	4971	4734	4889	4874	4888	5048
4	FTE	4768	4938	4948	4706	4857	4837	4865.5	5007
5	Number of Ph.D. Students	699	709	699	698	696	733	761	830
6	Number of all other grad & prof.	3194	3259	3347	3357	3532	3470	3629	3577
7	6-Year completion rate	86%	89%	90%	88%	90%	91%	90%	

Indicators sheet

	A	B	C	D	E
		6 Year High	6 Year Low	last year	Current Value
2	Student Body				
3	Number of Undergraduates (Headcount)	=MAX(DATA!C3:H3)	=MIN(DATA!C3:H3)	=DATA!H3	=DATA!I3
4	FTE	=MAX(DATA!C4:H4)	=MIN(DATA!C4:H4)	=DATA!H4	=DATA!I4
5	Number of Ph.D students	=MAX(DATA!C5:H5)	=MIN(DATA!C5:H5)	=DATA!H5	=DATA!I5
6	Number of all other grad & prof.	=MAX(DATA!C6:H6)	=MIN(DATA!C6:H6)	=DATA!H6	=DATA!I6
7	6-year completion rate	=MAX(DATA!B7:G7)	=MIN(DATA!B7:G7)	=DATA!G7	=DATA!H7

	I	E	H	I
		Current Value		Current Value Higher/ Lower?
1	Current Value Higher/ Lower?			
2				
3	=IF(E3>D3,"HIGHER",IF(E3=D3,"Same", IF(E3<D3,"LOWER")))			
4	=IF(E4>D4,"HIGHER",IF(E4=D4,"Same", IF(E4<D4,"LOWER")))	4,888		HIGHER
5	=IF(E5>D5,"HIGHER",IF(E5=D5,"Same", IF(E5<D5,"LOWER")))	4,866		HIGHER
6	=IF(E6>D6,"HIGHER",IF(E6=D6,"Same", IF(E6<D6,"LOWER")))	761		HIGHER
7	=IF(E7>D7,"HIGHER",IF(E7=D7,"Same", IF(E7<D7,"LOWER")))	3,629		HIGHER
		91%		HIGHER



Benefits of New Dashboard

- ◆ Easier to update indicators; indicators sheet mirrors data sheet
 - ◆ Each row corresponds to same data
- ◆ When you update data, just have to update same line on indicators sheet
 - ◆ Easy to find
- ◆ Dashboard references never change
 - ◆ Data gets updated automatically



Tufts Dashboards

- ◆ Tufts has three versions of dashboards – Fall, winter, Spring – have similar but not identical data
- ◆ The three versions are held in one workbook (we create a new workbook every year). Since the cells on each dashboard reference indicators sheet, they get updated automatically when indicators are updated
- ◆ Therefore, old dashboards end up changing. Solution: store static dashboards in PDF format; we are then able to use Excel books year after year with minimal changes



Potential Problems

- ◆ Formulas can get confusing. Must be careful that cell references are correct.
- ◆ Important to check formulas to make sure they reference the correct cell range.
- ◆ Arrows on dashboard are updated manually – must remember to do it. Direction is specified on indicators sheet but color is a value judgment.
 - ◆ Not necessarily a bad thing



Incorporating Peer Data Into the Tufts Dashboard

- ◆ Tufts has an established list of 11 peer institutions
- ◆ Wanted a succinct way to show how Tufts was performing in comparison to these peers
- ◆ Decided to add another layer of data into the existing Dashboard



Incorporating Peer Data Into the Tufts Dashboard

- ◆ Some Resources for Obtaining Peer Data
 - ◆ U.S. News & World Report
 - ◆ CollegeBoard Annual College Handbook
 - ◆ IPEDS Peer Analysis System
 - ◆ Other databases maintained by NSF & NCES



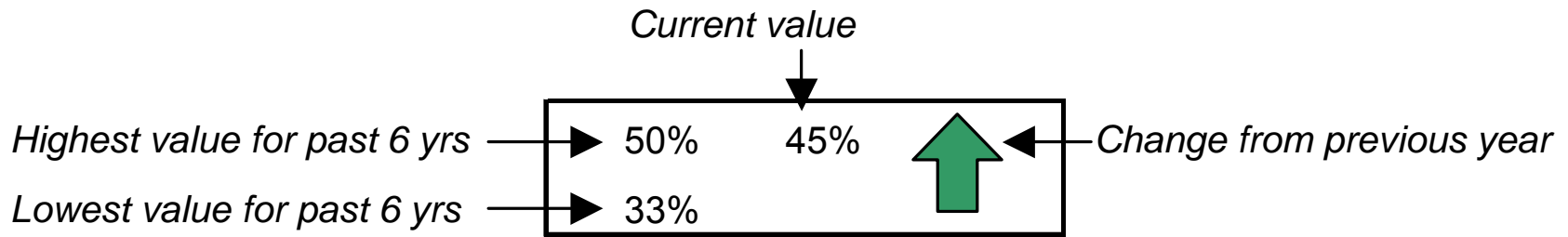
Incorporating Peer Data Into the Tufts Dashboard

- ◆ Many of Tufts Dashboard items were items contained in or similar to those in IPEDS
- ◆ Used IPEDS Peer Analysis System to obtain data
 - ◆ Created a Comparison Group of our known peers within the IPEDS PAS
 - ◆ Selected relevant variables & used most recent IPEDS year available for each item
 - ◆ Calculated variables as needed
 - ◆ Created Ranking Reports for the types of variables above
- ◆ Inserted results into Dashboard being sure to follow similar display format for easy comprehension by our administration



Incorporating Peer Data Into the Tufts Dashboard

Example of Existing Tufts Dashboard Layout:

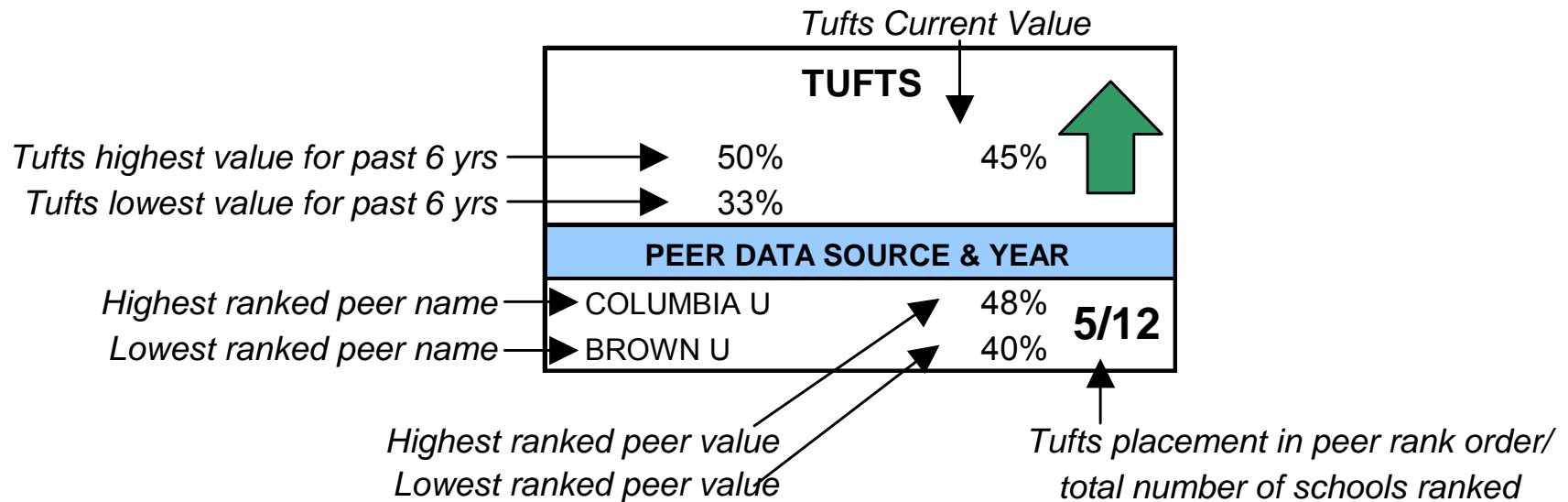


- ◆ An arrow indicates this year's value is different from that of last year, while also showing the direction & meaning of the change
 - ◆ Arrow color
 - ◆ **Green** = A change for the better
 - ◆ **Red** = A change for the worse
 - ◆ **Black** = A change with neutral/minimal impact
- ◆ A circle indicates no change since last year



Incorporating Peer Data Into the Tufts Dashboard

Example of Tufts Peer Dashboard Layout:





Tufts University Dashboard Including Peers November 2005

Peer Institutions

- | | |
|---------------------|-----------------------------------|
| BOSTON COLLEGE | GEORGETOWN UNIVERSITY |
| BROWN UNIVERSITY | JOHNS HOPKINS UNIVERSITY |
| COLUMBIA UNIVERSITY | NORTHWESTERN UNIVERSITY |
| CORNELL UNIVERSITY | UNIVERSITY OF PENNSYLVANIA |
| DARTMOUTH COLLEGE | WASHINGTON UNIVERSITY IN ST LOUIS |
| DUKE UNIVERSITY | |

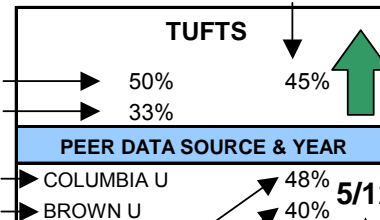
KEY:

Tufts highest value for past 6 yrs → 50%
 Tufts lowest value for past 6 yrs → 33%

Highest ranked peer name → COLUMBIA U
 Lowest ranked peer name → BROWN U

Highest ranked peer value → 48%
 Lowest ranked peer value → 40%

Tufts Current Value



Change from previous year:

- ↑ higher
- ↓ lower
- no change
- green = better
- red = worse
- black = neutral

Tufts placement in peer rank order/
 total number of schools ranked

Undergraduate Admissions

Undergraduate Acceptance Rate

TUFTS		27% ↓
28%		
23%		
IPEDS 2004		
NORTHWESTERN U	33%	5/12
COLUMBIA U	13%	

SAT I Verbal 25th percentile score

TUFTS		640 ↑
640		
590		
IPEDS 2004		
DARTMOUTH COLLEGE	670	9/12
BOSTON COLLEGE	610	

SAT I Verbal 75th percentile score

TUFTS		730 ↑
730		
700		
IPEDS 2004		
DARTMOUTH COLLEGE	760	10/12
BOSTON COLLEGE	700	

Undergraduate Yield

TUFTS		32% ↓
37%		
32%		
IPEDS 2004		
U OF PENNSYLVANIA	63%	11/12
BOSTON COLLEGE	32%	

SAT I Math 25th percentile score

TUFTS		650 ↑
650		
620		
IPEDS 2004		
WASHINGTON U	690	10/12
BOSTON COLLEGE	630	

SAT I Math 75th percentile score


TUFTS		740 ↑
740		
710		
IPEDS 2004		
WASHINGTON U	780	10/12
BOSTON COLLEGE	710	

% of entering class that is minority

TUFTS		27% ↑
33%		
24%		
IPEDS 2003		
COLUMBIA U	34%	6/12
GEORGETOWN U	22%	


Student Body

6-yr. Undergrad Completion Rate

TUFTS		
91%	91%	
86%		
IPEDS 97 Cohort		
BROWN U	96%	9/12
JOHNS HOPKINS U	88%	


Finance

Endowment Value in millions


TUFTS		
\$697.2	\$778.9	
\$460.4		
IPEDS 2003		
COLUMBIA U	\$4,343.2	9/10
GEORGETOWN U	\$629.1	

Faculty


% Minority

TUFTS		
18%	18%	
11%		
IPEDS 2003		
COLUMBIA U	21%	6/12
BROWN U	9%	

% Instructional faculty with tenure

TUFTS		
57%	46%	
46%		
IPEDS 2003		
U OF PENNSYLVANIA	70%	8/12
JOHNS HOPKINS U	16%	

% Female Full-Time Faculty

TUFTS		
39%	38%	
35%		
IPEDS 2003		
GEORGETOWN U	41%	2/12
U OF PENNSYLVANIA	28%	



Final Thoughts

- ◆ Dashboards are not “just” about the data.
- ◆ Dashboards are about presenting data that reflect the state of the institution in a succinct, easily understood, and visually appealing format.
- ◆ Dashboards are valuable management information tools.