2007-08

Facilities Performance Indicators Report

Tracking Your Facilities Vital Signs

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Leadership in Educational Facilities

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Contents

Preface

Welcome to another expanded Web-based *Facilities Performance Indicators Report* (FPI). APPA's Information and Research Committee's goal for this year was to enable participants to minimize data entries to those that produce an essential set of measurements. Focusing on the questions that each facilities professional must be able to answer, the FPI survey underwent what is expected to be a final reorganization for a number of years. Data entries are organized around an introductory section titled *About Facilities,* followed by a set of seven thoughtful facilities questions. These seven questions provide the structure of both the FPI Survey and Report. The questions also are a framework for executive presentations on the status of your campus facilities.

2007-08 Report Innovations

The 2007-08 FPI encompasses many major programming achievements:

1. Essential Questions:
    The survey and reports are reorganized into the following Essential Questions
    - About the facilities unit.
    - What facilities make up our institution?
    - Is my institution adequately funding the facilities management annual budget?
    - Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?
        o Operating Costs and Staffing Ratios
        o Business Practices
    - Is my institution making the right investment in our existing buildings, infrastructure, and academic programs?
    - Are the customers satisfied with the space and service?
    - Is my facilities department developing staff that can sustain excellence?

2. Preferences:
    Preferences are expanded to let you choose the summary data to be displayed in your Participant Summary Area Charts so that only data relevant to you is shown.

3. Participant Summary Reports:
    - Data points are organized into the Essential Question set.
    - Data field definitions and other explanatory information are available in pop-up windows.
    - Navigation through this section of the Report is easier.

4. Executive Presentation Feature:
    - An executive presentation can be launched using the FPI Web report.

- You choose which measurements (within the essential set of measurements) are included in your executive presentation.
- Your charts can be customized to show any of the standard summary averages of your choice.
- Your charts can display your campus scores as well as up to two additional participant institution scores.

5. Dashboard display of an institution's scores:
The Dashboard has a new tab, Essential Questions, which allows you to select a dial from the Essential Question Set easily.

6. Detailed FPI Reports:
- The 2007-08 detailed reports are reorganized into the Essential Question set as well. This makes the reports match the original survey more closely.
- Data field definitions and other explanatory information are available in pop-up windows.
- Cohort Group Summaries are available in the Summary Field Selection list.

7. Cohort Group Reports:
This is a new section of the Web report wherein you can view any public Cohort Group and any Cohort Group of which you are a member.
- When you select a particular Cohort Group, you can then select which institutions you want to see in the reports. You may see all within the Cohort or limit the selection to the institutions of your choice.
- This Cohort display can be seen with any of the standard FPI Detailed Reports.

8. New Strategic Capitalization Measurements:
New strategic measurements on capitalization investments are introduced. These illustrate whether your capital investments spent to replace existing facilities is sufficient to maintain the asset value of campus facilities over time and sufficient to reduce your existing need (to your specified goal) for capital renewal deferred maintenance and programmatic renovation, modification, and adaptation of existing space.

These enhancements, on top of the potent report capabilities delivered in the 2007-08 FPI Report, make it a flexible, sophisticated, and powerful tool for analyzing, planning, reporting, and managing your facilities operation. No other higher education professional organization provides such an essential instrument as a membership benefit.

We congratulate the institutions that elected to participate in the 2007-08 FPI Report, and we celebrate meeting our goals to deliver this superior 2007-08 FPI Report to the APPA membership and other interested parties.

Monetary Conversion

The 2006 Canadian Dollar conversion factor used was $1.00 CAD = $0.86 USD. The 2007 and 2008 FPI Reports have no Canadian Dollar conversion and will continue in this mode until circumstances warrant a different policy. This decision is based on the fact that Canadian campuses are relatively unaffected by changes in USD since they purchase very few goods and services from the United States.

There is one 2007-08 FPI participant institution from outside the USA and Canada and one located in Egypt. The conversion factor for Eqypt continues to be that used in 2007. The 2008 currency conversions are (Entry Dollar * Conversion factor = USD):

> Canada Dollar = 1 USD
> Egyptian Pound = 0.181232 USD

We intend to retain these currency conversion factors unless there are compelling reasons in the future to modify the factors. By freezing the conversion factors, the institutions are able to track their performance changes without the data being clouded by changes in the stability of the USD.

Background

The facilities professionals at colleges, universities, K–12 schools, and districts work to achieve excellence through the constant improvement of the services they contribute in support of missions and goals of their institutions.

The goals of APPA's Information and Research Committee include providing facilities professionals with an integrated set of tools and information that they need to improve their organizations' financial performance and the effectiveness of their primary processes, facilities employees' readiness to embrace the future, and the facilities department's ability to satisfy its customers.

The Information and Research Committee is constructing an integrated research information database for educational facilities. The structure of the new Facilities Performance Indicators Survey was redesigned and the survey's first tool for developing statistical files on educational facilities—the new Web-based modular Facilities Performance Indicator Survey—debuted in March 2005 and collected data from the fiscal year 2003-04. The survey was administered each Fall from 2005 through 2008. Depending on participation and prior report purchases, APPA provides Report users access to a three-year rolling set of Web-based FPI reports.

Programming the FPI report for the Internet changed it from a static publication to a dynamic tool for user-driven comparisons. It is evolving into an instrument to depict statistics in three views: statistical reports, bar charts, and dashboard dials. Each of the past years' programming broadened the capabilities of these views. The 2005-06 report introduced the first phase of the view of data on Dashboards developed by ARCHIBUS for APPA. The 2006-07 FPI Report contained expanded Dashboard

capabilities. The 2006-07 Report also introduced a new set of Participant Summary Charts that replace the limited Bonus Reports provided in the past. The 2007-08 Report provides the new Cohort Report, more preference capabilities, reorganization around the Essential Question set, and the Desktop Executive Presentation package.

The Facilities Performance Indicators Survey (FPI) supersedes and builds upon the two major surveys APPA conducted in the past: the Comparative Costs and Staffing (CCAS) survey and the Strategic Assessment Model (SAM). The FPI covers all the materials and data collected in CCAS and SAM, along with some select new data points, indicators, and improved survey tools. This new "combo" survey first introduced in 2005 includes the following features:

- a modular structure, which offers flexibility that allows an institution to decide which aspects of operations to measure and evaluate each year;
- one-time capture of general campus information in the first survey module, which alleviates the need to record the same statistics for each APPA survey taken;
- automated worksheets, which enable users to step through the calculation of current replacement value (CRV) and British thermal units (BTUs) - exercises that have proved difficult for many survey respondents in the past; and
- instant reports that are generated upon the completion of a number of the modules, thereby providing immediate calculations that allow users to evaluate the accuracy of their data points and receive immediate feedback on their operations.

This Web-based 2007-08 *Facilities Performance Indicators Report* consists of the following sections:

- **Preferences**, a new Report capability in 2007-08 whereby you set default institutions for comparisons, your preferred group summary, and chart design options.
- **Survey Participation,** a new Report section in 2007-08 containing this text report, demographics, and general data on participant campuses.
- **Participant Summary Reports,** a new Report section in 2007-08 (replacing the former, limited Bonus Reports) that showcases participant scores in an essential set of measures against the participant's cohort groups and any two other participating institutions. This section is built around the Essential Question Set and includes the capability of producing a desk top executive presentation of FPI measurements.
- **Dashboard,** an updated set of dials designed and developed by ARCHIBUS was incorporated into the FPI in 2007 so that transportation among Report sections and dashboards was greatly

simplified. The dashboards overlay an institution's measurement scores on to dials with visual comparisons to overall averages. Goals can be inserted to show the future desired performance positions. The 2007-08 dials include a new Tab for the Essential Set Questions.

- *Detailed FPI Reports:* The detailed FPI Reports of the past were organized in memory of the historic APPA reports so that one set addressed operating costs, another set addressed personnel data and costs, etc. In 2007-08 the detail reports are reorganized around the Essential Set Questions. The preponderance of report screens fall under Question 4, *Are the operating funds that my facilities department receives being spent in a manner that supports desired outcomes?* These reports now are pulled together by core facilities functions. Each core function has a group of three report screens that show summary and drill-down detail information:
  - Operating Costs and Staffing Ratios
  - Personnel FTE and Salaries (drill-down detail)
  - FTE & Salaries Ratios and Measures

  This grouping makes it much easier to build a total picture of performance from cost, efficiency, salary levels, and staffing perspectives.

- **Cohort Group Reports:** This is the new report section wherein the detailed FPI Reports are viewed through the perspective of a cohort grouping. Cohort screens can show all institutions within the group, or any one or more of the group members.

The range of information contained in the Web-based *Facilities Performance Indicators Reports* is much broader than what has been covered in any APPA survey summary before 2005. The organization and approach of the report has been redesigned as well. The Report contains all of the bar charts and statistical tables that APPA members have grown to expect and more. The Report also includes sections that introduce new methods for organizing data displays.

- A string of ratios and measures for each Essential Question/core function provides a variety of measurement perspectives.
- Significant supporting data shows the base information used in most of the ratio calculations.

In 2005, APPA broke new ground in its reporting scope with the *Building and Space Report.* The 2007-08 FPI report has placed most of these reports in the Survey Participation section of the *FPI Report.* Outside of the FPI reports, the space data is being used for studies on energy consumption. APPA continues to explore ways to improve the energy/utilities function information with a special energy survey based on a select set of FPI survey questions launched in February 2009. There are opposing interests for keeping data entry simple for the non-engineer and for providing meaningful and normalized energy/utility statistics.

The 2007–08 *Facilities Performance Indicators* report reflects some APPA members' desire for confidentiality. The only institutional list of participants is contained in Appendix A of this text form of the Report.

Participant institutional studies are available to participants who indicate a willingness to share their identity with other participants. These institutions have an abundant amount of information at hand. APPA encourages institutions that have not done so to join those who participated in the Facilities Performance Indicators Survey so that they can also profit from this data discovery process and receive the new Participant Summary Reports.

All others view the non-participant report in which institution names are coded. Those using the confidential Report are advised to examine the institutional listing which shows the general statistics about the participants in the survey. This general campus information is provided so that users of this report can evaluate the institutions that have contributed statistics to the averages reflected in the summaries.

The *Facilities Performance Indicators Report* is designed for survey participants, interested professionals, and serious researchers who want to mine the data. The Report includes the following features, among others:

- a comparison of up to three institutions selected by the user;
- a comparison of any or all within a cohort group;
- simultaneous display of significant data and ratios and measures for three selected institutions and overall and group averages;
- the capability to read and/or print out the whole range of 2006–07 reports contained in the *Facilities Performance Indicators Report,* including institution-by-institution tables;
- the capability to view all numeric report figures in chart form.
- the ability to export the calculated information and survey entries to Microsoft Excel or other software for additional studies.

The 2007-08 *Report* also includes the survey instrument and data download files.

Participating institutions from outside the United States were given the option of entering their financial information in their national currency instead of U.S. dollars, size entries in gross square meters instead of gross square feet, and hectares instead of acres. For those who exercised this option to use meters and hectares, their entries are converted into gross square feet and acres. One foreign currency is converted to U.S. Dollars.

APPA's Information and Research Committee provided leadership and direction in the development of the Facilities Performance Indicators Survey as well as the innovative new methods used for the data storage, retrieval, and analysis that was constructed under the committee's watch. The 2007-08 Information and Research Committee consists of the following members:

Chair/Vice President:
Randolph Hare, Washington & Lee University

Committee Members
CAPPA: Bobbie Tassinari, University of North Texas
ERAPPA: Norman Young, University of Hartford
MAPPA: Jeri Ripley King, University of Iowa
PCAPPA: Richard Storlie, University of Nevada, Las Vegas
RMA: Greg Wiens, Athabasca University
SRAPPA: Mike Sherrell, University of Tennessee/Knoxville
Member At-Large: Darryl Boyce, Carleton University
Member At-Large: Maggie Kinnaman, University of Maryland, Baltimore
Staff Liaison: Steve Glazner, APPA Director of Knowledge Management
FPI Project Manager: Christina Hills, APPA Research Specialist

APPA thanks the three companies involved in the annual FPI survey and FPI report:
- Heather Lukes of Digital Wise Inc., who supports the APPA website and survey instrument,
- Brad Peterson, Nick Stefanidakis, Mark Hesselschwerdt, and others at ARCHIBUS, who developed the Dashboard, and
- Laura Long and Ann Palmer of LTL Collaborative, LLC, who program the FPI report and scrub the survey data.

Finally, we thank the many institutions and APPA members who responded once again to our survey and whose participation makes the report both informative and functional.

Interpreting This Report

The purpose of APPA's *Facilities Performance Indicators* is to provide a representative set of statistics about facilities in educational institutions. The third iteration of the Web-based Facilities Performance Indicators Survey was posted and available to facilities professionals at more than 3,000 institutions in the Fall of 2008. The website offered a PDF version of the survey for participants who preferred to use that medium for reporting data. There were very few returned entries by fax or mail.

Data analysis and cleanup are performed in three phases of report processing:

- The instant reports provided at the completion of certain survey modules are tools for participants to audit their entries and make corrections.
- After the survey is closed and measures are calculated, out-of-range numbers are questioned. New tools were developed to select and sort survey entries and calculate report fields.
- Additional errors are discovered when the data is summarized into averages by group.

Participating institutions were contacted primarily by e-mail and asked to review any questionable entries. In the few cases where no institutional response could be obtained, the entry was deleted. All changes to original data entries are documented in the survey comment fields.

The report has rare instances in which an entry was correct but was so radical that it was not useful to other institutions. This year's survey contains about 40 such entries: They remain in the database but are excluded from Overall and grouping summaries.

The "per student" measures for medical centers and a specialized institution were deleted from the 2007-08 report. The medical centers have very low student enrollments. Their costs are not driven by the size of their student body, and their costs per student are outside the norm for other types of institutions.

Organization of the Tables

The statistics contained in this report are summarized according to the following categories:

1. Funding Source
   a. Private
   b. Public
2. Carnegie Classification
   a. Doctoral/Research Universities—Extensive
   b. Doctoral/Research Universities—Intensive
   c. Master's Colleges and Universities
   d. Baccalaureate Colleges
   e. Associate's Colleges
   f. Specialized Institutions
   g. K–12
3. Canadian (faux) Carnegie Classification
   a. Doctoral/Research

b. Research Universities—High
c. Research Universities—Very High
d. Master's Colleges and Universities
e. Baccalaureate Colleges
f. Overall

4. Region
   a. CAPPA (Central)
   b. ERAPPA (Eastern)
   c. MAPPA (Midwest)
   d. PCAPPA (Pacific Coast)
   e. RMA (Rocky Mountain)
   f. SRAPPA (Southeastern)

5. Student Full-Time-Equivalent Enrollment Range
   a. 0 to 999
   b. 1,000 to 1,999
   c. 2,000 to 2,999
   d. 3,000 to 4,999
   e. 5,000 to 11,999
   f. 12,000 to 19,999
   g. 20,000+

6. Auxiliary Services
   a. Included in Entries
   b. Excluded from Entries

7. Percent Dollars Contracted
   a. Less than 1%
   b. 1% to 19.9%
   c. 20% to 49.9%
   d. 50%+

8. Building's Average Age (used selectively)
   a. Less than 20 years
   b. 20 to 29 years
   c. 30 to 39 years
   d. 40 to 49 years
   e. 50+ years

9. Cogeneration (used with Energy and Utilities)
   a. No
   b. Yes

10. District Utility System (used with Energy and Utilities)
    a. No
    b. Yes

11. Custodial Service Level (used with Custodial Services)
    a. State-of-the-Art-Maintenance
    b. High-level Maintenance
    c. Moderate-level Maintenance
    d. Moderately Low-level Maintenance
    e. Minimum-level Maintenance

12. Grounds Service Level
    a. Orderly Spotlessness
    b. Ordinary Tidiness
    c. Casual Inattention
    d. Moderate Dinginess
    e. Unkempt Neglect

13. Maintenance Level
    a. Showpiece Facility
    b. Comprehensive Stewardship
    c. Managed Care
    d. Reactive Management
    e. Crisis Response

14. Customer Overall Satisfaction
    a. 3 Satisfied
    b. 4 Very Satisfied
    c. 5 Extremely Satisfied

15. Employee Overall Satisfaction
    a. 2 Very Dissatisfied
    b. 3 Satisfied
    c. 4 Very Satisfied

16. Performance Self-Evaluation (Financial, Internal Processes, Customer Satisfaction, and Learning & Growth)
    a. 1 Copper No Program
    b. 2. Bronze Beginning Program
    c. 3. Silver Mature Program
    d. 4. Gold Stretch Goal
    e. 5. Platinum Flawless Program

17. Cohort Average (Seen if public)
    a. Canadian Universities
    b. California State University System
    c. University of North Carolina System

Funding, Carnegie classification, and student enrollment were audited against the *2008 Higher Education Directory*, published by Higher Education Publications, Inc., and an APPA region was assigned according to the state or province in the institution's address. Institutions designated K–12 are in an artificial "K–12" Carnegie classification. Non U.S. institutions participating in the survey were given self-assigned Carnegie classifications based on the current classification definitions.

Comments on Three of the Detailed FPI Reports

General Data

General data is a new Report Section that provides the user of the 2007–08 *Facilities Performance Indicators* report a perspective on the type of institutions that are included in the statistical pool.

Operating Costs Report

The Operating Costs Report consists of a series of reports on operational expenses (in-house labor, in-house nonlabor, and contract costs) normalized by gross square footage or acres and by student FTE.   The measures include FTE from Personnel Data and Costs by survey module compared to GSF. These costs, FTE, and GSF per acres are broken down into six functions performed by facilities operations: administration, construction/renovation/architecture and engineering, custodial services, energy/utilities, landscaping/groundskeeping, and maintenance/trades.

Some things to be aware of when looking at the Operating Costs Report are:

1. The information about contracted services was improved by new data captures in Operating Costs and in Personnel Data and Costs sections of the survey. GSF completely serviced by a contractor and contractor FTE performing work otherwise done by in-house labor are the new data points. These new data points make the FTE per GSF and the FTE per Student FTE measure by function more accurate.

2. The GSF reported for the Construction A&E function was limited to the footage under planning, bid, award and/or construction during the 2005-06 fiscal year. In 2007-08, participants were given two choices: footage under planning, bid, award, and construction; or total campus GSF. The cost per GSF is reported both ways.

Strategic Financial Measures Report

The Strategic Financial Measures are highly dependent on the Current Replacement Value (CRV) estimates since CRV is the divisor in formulas for most of its measures. CRV estimates become more realistic with each survey. However, before you select a campus as a comparison cohort for strategic measures, check its gross CRV estimate value per GSF. The two components for this calculation are in the Significant Supporting Data line (Total campus GSF w/Aux and Current Replacement Value). CRV/GSF averages are to include infrastructure and reflect current construction costs. You probably would not want to compare your performance against a campus that has a CRV/GSF value that is significantly different from yours.

Report Characteristics

Several characteristics of the way the survey is computed should be kept in mind, because these techniques tend to bias the averages in the report.

- Blanks and zeros were not included in computations except in a few cases where there was no question that zero was a legitimate entry. The data collection system does not distinguish between no entry and no cost. (Respondents may enter only the information that was of interest to their campus.) Statistics do not include zero or null entries. This statistical method affects almost every portion of the report.

- No summary averages are computed as averages of averages, because that is not valid. Summary averages are the sum of all entries divided by the count of all entries.

- The data generally do not conform to a standardized bell curve. Typically, data are clustered at the low end of a range rather than being symmetrical around the mean. As a result, the median figures are typically somewhat lower than the average figures that are reported.

- A summary that breaks groups down into many categories will produce some small counts, and counts vary from measure to measure since respondents do not answer all survey questions. The average for a small count should be used with caution. Please activate the "Count" button on the Report displays before evaluating the grouping statistics. This Web-based *Facilities Performance Indicators* Report includes counts for all group averages.

- Look at historical bar charts to identify those group averages that appear to be stable statistics and those that have large fluctuations. A small sample size typically produces fluctuations from year-to-year.

Despite these disclaimers, the statistics are generally representative, and therefore valid, as substantiated by consistent data that are illustrated in historical charts. Where the statistics are historically different, the validity of the data can be substantiated by identifying the sources of data differences, such as the influence of non-traditional specialized institutions in the participant pool. This is a general caution and should not be viewed as a shortcoming of APPA's current Facilities Performance Indicators Survey. Biases, reporting consistency, and other concerns are always present when evaluating statistical information, and it is always important to know how to make valid comparisons. Keeping this in mind is the best way to ensure that this report is used effectively.

FY 2007-08 Respondents and Participation Trends

There are 225 participants in the 2007-08 Report. There have been two spikes in past CCAS survey participation in the past: in 1994, 516 institutions responded; in 2000, the first time the survey could be completed online on the APPA website, 248 institutions took part. In other years, about 200 institutions—plus or minus 10 percent—participated in the survey, so this year is about 13% above the normal level of participation.

Up until 2003, about 30 percent of the participant pool consistently came from institutions that had private sources of funding, and 70 percent came from those that had public sources.
- In 2004 the representation by the private sector increased to 40 percent by a larger participation of private K–12 institutions.
- In 2005, private institutions were 30 percent of the total.
- They dropped to 23% of the participants in 2006 and retained that ratio in 2007.
- 2008 has a slight increase to 27% for the private institutions.


Count by Funding Source
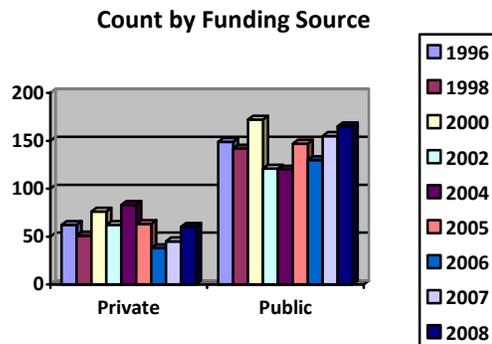
All regions are represented in the survey, with the largest number of respondents coming from the Southeastern region (SRAPPA), the Pacific Coast (PCAPPA),

and the Eastern region (ERAPPA). The sole international participant this year is from Egypt.

Count by Region
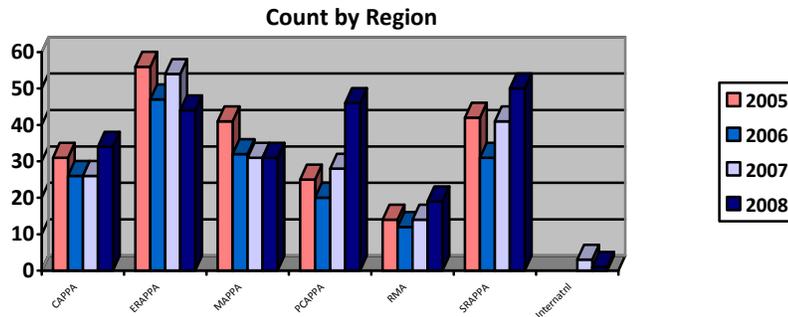
Participating institutions' enrollment ranges—which start at 0 and go up to 20,000-plus—has been rather consistent over the last seven survey cycles. The bar chart below shows that the enrollment range distribution in 2008 follows the normal experience levels.

Count by Enrollment
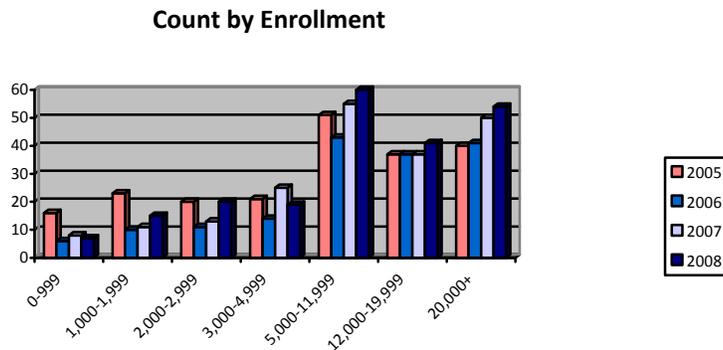
The representation of institutions as categorized by the Carnegie classifications has been generally consistent.   The change in Carnegie classifications for the doctoral and research institutions changed from two categories into three in 2006. APPA decided to couple Doctoral/Research Intensive to Doctoral Research and Doctoral/Research Extensive to Research Very High. That left Research High as a lone new category. The trend over the past few years is growth in participation in the Masters Carnegie class.

Specialized institutions are shown as one category in the chart. The FPI shows this Carnegie classification as Specialized (count 5) and Specialized Medical (count 7).

While the counts are small when this division is made, the Medical Centers have need to make comparisons within their own group and not a mixture of medical and other types of specialized institutions.

Count by Carnegie
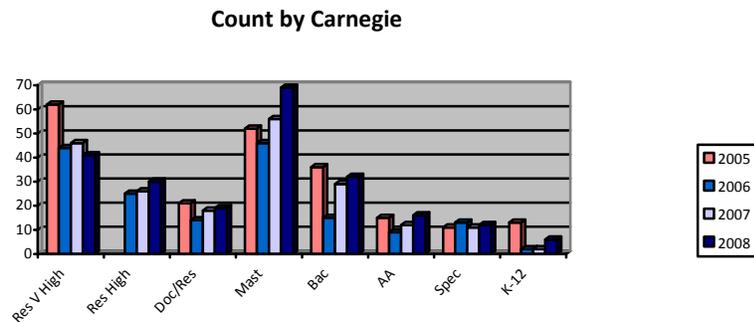
Carnegie Classifications

The following are descriptions of the primary institutional classifications as defined by the Carnegie Foundation for the Advancement of Teaching:

Doctorate-granting Universities: Includes institutions that award at least 20 doctoral degrees per year (excluding doctoral-level degrees that qualify recipients for entry into professional practice, such as the JD, MD, PharmD, DPT, etc.). Excludes Special Focus Institutions and Tribal Colleges.
> **Research Universities Very High Research Activity**
> **Research Universities High Research Activity**
> **Doctoral/Research Universities**

Master's Colleges and Universities: Includes institutions that award at least 50 master's degrees per year. Excludes Special Focus Institutions and Tribal colleges.

Baccalaureate Colleges: Includes institutions where baccalaureate degrees represent at least 10 percent of all undergraduate degrees and that award fewer than 50 master's degrees or fewer that 20 doctoral degrees per year. Excludes Special Focus Institutions and Tribal Colleges.

Associate's Colleges: Includes institutions where all degrees are at the associate's level or where bachelor's degrees account for less than 10 percent of all undergraduate degrees. Excludes institutions eligible for classification as Tribal Colleges or Special Focus Institutions.

Special focus Institutions: Institutions awarding baccalaureate or higher-level degrees where a high concentration of degrees is in a single field or set of related fields. Excludes Tribal Colleges.
> **Specialized**
> **Specialized/Medical** Medical schools and medical centers

K–12: This includes schools and school districts focusing on primary and secondary education. It is not a Carnegie Classification, but one assigned for the purposes of the FPI Report.

APPA Regions

APPA's six geographical regions function independently of APPA and offer their own educational programs, annual meetings, scholarships, and other benefits. Each region maintains its own set of officers, committees, and activities to serve member institutions within the region. Regions determine their own membership requirements, dues, structure, and services.

Regions work with APPA to ensure that international programs address concerns of interest to all members. To maintain strong links among all regions, each region is represented on the APPA Board of Directors and on APPA committees.

APPA chapters are general city-wide or state-wide organizations of members who meet periodically to share information and discuss issues of local or state interest.

Institutions from outside the United States of America and Canada are put into an "International" region for the purpose of this FPI Report. A concentration of institutions from any one foreign region will be recognized in future FPI Reports.

Up-to-date information about the APPA regions—including conference dates, contact information, and links to the regional websites—are available on APPA's website at www.appa.org.

General Data

Information is this section is provided to assist you in your evaluation of information contained in the *2007-08 Facilities Performance Indicators Report.*

- Count of institutions in each group pool used in report statistical summaries.
- Characteristics of the institutions that make up each grouping's statistical pool.

The Response Tally tables under *Survey Participation* in the FPI Report shows whether the distribution within a grouping could be considered significant for your purposes.

- Funding source includes counts of 60 private and 165 public institutions. Both of these are ample samplings.
- The grouping according to Carnegie classification has low counts for Associate (16), Specialized (5), Specialized/Medical (7), K-12 (6), and Doctoral/Research (19).
- The breakdown by APPA region shows ample counts except for RMA, which had only 19 institutions in this study. The count for International is one.
- The two enrollment ranges below 2,000 have low counts of 7 and 15, and the two from 2,000 to 4,999 have medium counts of 19 and 20.
- The grouping on auxiliary services has 91 including auxiliaries and 131 excluding auxiliaries.
- The <20 years building age range count is 20 and the other building age ranges have counts between 37 and 62.
- The summaries for the various levels of service, customer satisfaction, employee satisfaction, and the performance self-evaluations will have low counts on the low and high extremes of the scales.

Tables in this Report show counts for all entries. Some participants completed only a few of the modules, some erroneous entries have been eliminated, and participants sometimes did not answer every question within a module. Consequently, the counts on most tables throughout this report can be expected to be *lower* than those shown in the Tally Table. Noting the counts on statistical tables can help the user decide whether or not the statistics are useful to a particular operation's purposes. This report has not produced cross-tab tables between two groupings, because many entries in such tables would have low counts. Below are counts of participants by survey module.

About Facilities	225
What Facilities	225
CRV Worksheet	116
Adequate Funding	213
Desired Outcomes Op Costs Staffing Ratios	216
Desired Outcomes Business Practices	185
MMBTU Worksheet	161
Right Investments	182
Customer Satisfaction	163
Sustaining Excellence	163

APPENDIX A

2007-08 Facilities Performance Indicators Participants

Adams 12 Five Star Schools	Saint Xavier University
Albuquerque Academy	Salk Institute
American University	Salt Lake Community College
American University in Cairo	Samford University
Angelo State University	San Diego State University
Appalachian State University	San Francisco State University
Arizona State University	San Jose State University
Arkansas State University	Shepherd University
Athabasca University	Simon Fraser University
Babson College	Sinclair Community College
Barry University	Smithsonian Institution
Baylor University	Soka University of America
Bethany College	Sonoma State University
Black Hills State University	South Dakota State University
Boise State University	South Georgia College
Bowling Green State University	Southeastern Louisiana University
Brigham Young University/Hawaii	Southern Utah University
Brigham Young University/Idaho	St. Francis Xavier University
Butler University	St. John's College/New Mexico
California Polytechnic State University	SUNY College/Geneseo
California Polytechnic State University/Pomona	Trinity University
California State University/Bakersfield	Trinity Western University
California State University/Channel Islands	United States Coast Guard Academy
California State University/Chico	University of Alberta
California State University/Dominguez Hills	University of Arkansas
California State University/East Bay	University of British Columbia
California State University/Fresno	University of Calgary
California State University/Fullerton	University of California/Merced
California State University/Long Beach	University of Central Oklahoma

California State University/Los Angeles	University of Chicago
California State University/Monterey Bay	University of Colorado
California State University/Northridge	University of Colorado/Colorado Springs
California State University/Sacramento	University of Connecticut
California State University/San Bernardino	University of Dayton
California State University/San Marcos	University of Florida
California State University/Stanislaus	University of Georgia
Carleton University	University of Guelph
Casper Community College	University of Hawaii/Manoa
Catholic University of America	University of Illinois/Urbana-Champaign
Catlin Gabel School	University of Kansas
Cincinnati State Tec & Community College	University of Kentucky
Clemson University	University of Maine/Farmington
College of Wooster	University of Maine/Orono
Colorado College	University of Manitoba
Cornell University	University of Mary Hardin-Baylor
Denison University	University of Mary Washington
East Carolina University	University of Maryland/Baltimore
Eastern Mennonite University	University of Maryland/Baltimore County
Edison Community College	University of Massachusetts/Medical School
Elizabeth City State University	University of Memphis
Embry-Riddle Aeronautical University/Extended	University of Michigan/Ann Arbor
Fanshawe College of Applied A & T	University of Michigan/Dearborn
Fayetteville State University	University of Montana/Missoula
Furman University	University of Montreal
Georgia Tech	University of Nebraska/Kearney
Goshen College	University of Nebraska/Lincoln
Guilford College	University of Nebraska/Medical Center
Harrisburg Area Community College	University of Nebraska/Omaha
Harrisburg Area Community College/Lancaster	University of Nevada/Las Vegas
Harrisburg Area Community College/Lebanon	University of Nevada/Reno
Harrisburg Area Community College/York	University of New Brunswick
HEC Montreal	University of New Mexico
Humboldt State University	University of North Carolina/Asheville
Indiana University/Bloomington	University of North Carolina/Chapel Hill
Iowa State University	University of North Carolina/Charlotte
John Brown University	University of North Carolina/Greensboro
John Carroll University	University of North Carolina/Pembroke
Kamehameha Schools/Keaau	University of North Carolina/Wilmington
Kansas State University	University of North Texas
Kennesaw State University	University of Northern Iowa
Liberty University	University of Oklahoma
Longwood University	University of Ottawa

Loudoun County (Virginia) Public Schools

Loyola Marymount University

Luther College

Medical College of Wisconsin

Medical University of South Carolina

Meredith College

Metropolitan Community College/Kansas City

Miami University

Michigan State University

Midlands Technical College

Missouri University of Science and Technology

Montana State University

Moravian College

Mount Allison University

Mount Saint Vincent University

New Mexico State University

North Carolina A&T State University

North Carolina School of Science & Mathematics

North Carolina State University

Northampton Community College

Northern Michigan University

Northern Wyoming Community College District

Northwestern College/Minnesota

Occidental College

Ohio Wesleyan University

Oklahoma City Community College

Oklahoma State University/Stillwater

Oral Roberts University

Pepperdine University

Philadelphia University

Portland State University

Queen's University

Rensselaer Polytechnic Institute

Roberts Wesleyan College

Rochester Institute of Technology

Rowan University

Rutgers University

Saginaw Valley State University

Saint Louis University

Saint Mary's University/Canada

University of Pennsylvania/Philadelphia

University of Prince Edward Island

University of Regina

University of Richmond

University of Saskatchewan

University of South Alabama

University of South Dakota

University of Tennessee/Chattanooga

University of Tennessee/Knoxville

University of Tennessee/Martin

University of Texas Health Science Center/San Antonio

University of Texas MD Anderson Cancer Center

University of Texas/Austin

University of Texas/Dallas

University of Texas/El Paso

University of Texas/San Antonio

University of the Arts

University of the Pacific

University of Virginia

University of Washington

University of Waterloo

University of West Florida

University of West Georgia

University of Wisconsin/Madison

University of Wisconsin/Stout

Valdosta State University

Valparaiso University

Vanderbilt University

Villanova University

Wake Forest University

Washington & Lee University

Washington State University

Washington University - St. Louis

West Virginia University

Western Carolina University

Western Michigan University

Western Washington University

Wheaton College/Illinois

Wilfrid Laurier University

Xavier University

York University