

# 2017-18

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## Facilities Performance Indicators Report



Published By:



APPA is the association of choice serving educational facilities professionals. APPA's mission is to support educational excellence with quality leadership and professional management through education, research, and recognition.

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## Preface

Welcome to another expanded Web-based *Facilities Performance Indicators (FPI) Report*. APPA's [Information and Research Committee's](#) goal for this year was to enhance the survey and report tools by making them both more navigable, user-friendly, and accurate. We have made significant progress with all of these initiatives. APPA also automated many of the internal processes for the survey and report, which resulted in a better quality product that can be delivered faster and with more accuracy. APPA will continue to make improvements based on participant feedback, and we welcome any thoughts or comments you would like to provide.

## The 2017-18 Information and Research Committee consists of the following members:

Chair/Vice President: [Jeri Ripley King](#), University of Iowa

Committee Members:

### Committee Members

CAPPA: [Al Stoverink](#), Arkansas State University

ERAPPA: [Steve Peary](#), University of Vermont

MAPPA: [Jim Bogan](#), University of Wisconsin Madison

PCAPPA: [Winnie Kwofie](#), University of California San Francisco

RMA: [Lindsay Wagner](#), Northern Arizona University

SRAPPA: [Larry Blake](#), Northern Kentucky University

Member At-Large: [Darryl Boyce](#), Carleton University

Member At-Large: [Maggie Kinnaman](#), APPA Fellow & Past APPA President

Member At-Large: [Norm Young](#), University of Hartford

Staff Liaison: [Steve Glazner](#), APPA Director of Knowledge Management

FPI Director: [Christina Hills](#), Director of Credentialing & Benchmarking

## Meet Your FPI Survey and Report Team

Heather Lukes of Digital Wise, Inc., has been APPA's database programmer and web developer for 20 years. Heather has been responsible for the FPI survey programming for the past 15 years. Heather is the sole programmer for both the FPI survey and report tool. Heather has been responsible for implementing all the great enhancements, reports, and features you currently enjoy in the FPI survey and report.

[Christina Hills, APPA's Director of Credentialing & Benchmarking](#) has been project managing the FPI team for 12 years. With guidance from the FPI team, other volunteers, and great feedback from our APPA members and FPI participants, Christina has helped guide the survey and report tool to its current version. This cycle of continuous improvement will occur year after year.

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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 transformative year after year.

## Interpreting This Report

The purpose of APPA's *Facilities Performance Indicators* is to provide a representative set of statistics about facilities in educational institutions.

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

Phase I - During the open survey period (Early July through early December):

As data is inputted, data integrity alerts are posted in red when a data entry is outside acceptable data triggers. This gives the participant an opportunity to research their input for accuracy.

Prior to requesting a formal data review for a module, participants can view live reports and look behind the question mark icon ("?) to see if their data input is outside the upper and lower data triggers. This gives participants an opportunity to review and change their data if appropriate, before even requesting a formal data review.

Data integrity alerts also point out inconsistencies with data is input from module to module. This is another way participants can clean up their data early in the open survey period.

Once a formal data review is requested, the data scrubber looks at outliers (those data points that lie outside of upper and lower data triggers) and contacts participants with possible strategies to correct or adjust the data accordingly.

If the data scrubber notes a possible data issue, the radio button on the participant's survey home page turns red. If the data passes the data review after it has been adjusted, the radio button turns green.

Phase II – After the survey has closed in early December:

Communication continues between the data scrubber and participant with the goal of ensuring that all radio buttons on the survey home page are green and that all outstanding audit alerts have been eliminated before the beta report review period opens.

Participants can view their closed survey but cannot make changes themselves. They must communicate with the data scrubber and request changes to be made by the scrubber.

Phase III – During the Beta report period (Early January through early/mid- March):

This is an opportunity for participants to view their data as it will appear in the final published report. Participants are also able to view the data submitted by all other participating institutions. This is an opportunity for all cohorts or individual

institutions to evaluate their data and request any final changes to the data set in order to best reflect the capital asset realities for their organization.

Phase IV- After the Beta report closes and before the final report is published (mid-March to late March):

Final data analysis is completed and all the data is permanently locked down including all upper and lower triggers for all data input fields and as well as those ratios derived from these input fields. Data/ratios that are outside of the trigger points are noted and are excluded from all report calculations (such as averages) but are included in the published report data fields under that institution's name. Data/ratios marked in **red** are suspect because the institution did not confirm with the scrubber whether the data was good or bad (the scrubber believed the data was bad according to the upper and lower triggers but final confirmation rests with the institution). Those data/ratios highlighted as **green** have been confirmed by the organization as good data but they will not be included in overall averages due to their ability to skew the averages significantly.

## Summary Grouping Categories in the Detailed Data Reports

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. CAPP (Central)
  - b. ERAPP (Eastern)
  - c. MAPP (Midwest)
  - d. PCAPP (Pacific Coast)
  - e. RMA (Rocky Mountain)
  - f. SRAPP (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. Grounds Service Level
  1. State-of-the-Art-Maintenance
  2. High-level Maintenance
  3. Moderate-level Maintenance
  4. Moderately Low-level Maint.
  5. Minimum-level Maintenance
12. Custodial Service Level
  1. Orderly Spotlessness
  2. Ordinary Tidiness
  3. Casual Inattention
  4. Moderate Dinginess
  5. Unkempt Neglect
13. Maintenance Level
  1. Showpiece Facility
  2. Comprehensive Stewardship
  3. Managed Care
  4. Reactive Management
  5. Crisis Response

14. Customer Overall Satisfaction
- a. 6 Extremely Satisfied
  - b. 5 Very Satisfied
  - c. 4 Satisfied
  - d. 3 Dissatisfied
  - e. 2 Very Dissatisfied
  - f. 1 Extremely Dissatisfied

15. Employee Overall Satisfaction
- a. 6 Extremely Satisfied
  - b. 5 Very Satisfied
  - c. 4 Satisfied
  - d. 3 Dissatisfied
  - e. 2 Very Dissatisfied
  - f. 1 Extremely Dissatisfied

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. CAUBO
  - b. California State University  
System
  - c. University of North Carolina  
System
  - d. University System of Georgia
  - e. California Community College  
District
  - f. Los Angeles County  
Community Colleges
  - g. Wisconsin System  
Universities

Funding, Carnegie classification, and student enrollment were audited against IPEDS (Integrated Postsecondary Education Data System) records, 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.



## FPI Report Options

### ***Report Settings***

Provides a way for you to establish your default report settings such as peer comparison institutions, peer comparison Executive Level Dashboards institutions, summary grouping categories such as Carnegie, APPA Region, Enrollment Range, etc., as well as trending and bar chart/graph options. It is recommended that you first establish your report default settings before viewing your Detailed Data Reports.

### ***Participant Demographics***

Provides a high-level overview of key performance indicators and demographic statistics for all 2017-18 FPI survey participants. Choose this report if you are looking for a quick, high-level snapshot of the current year's general indicators and demographics.

### ***Prior Year Reports***

Provides historical detailed data reports back to the 2005-06 FPI report year. Institution names will only be available for the years that your institution participated in the FPI survey. This report will be most helpful to current year survey participants who are looking for peer institutions that did not participate in this year's current survey but may have participated in a previous survey cycle.

### ***Detailed Data Reports***

Provides comprehensive customized reports for every area included in the FPI survey. This report is a great place to build your cohort peer group and view individual institutional data as well as overall averages and summary grouping averages. Each main report also has a drop down menu of sub reports as well as bar charts/graphs and definition information for every data point. Canadian institutions will be able to choose metric as a means of converting the entire data set in this report. Institutions selected in your Report Settings will automatically appear in this report but you also have the option to manually select or deselect institutions on the home page of this report.

### ***Excel File Reports***

Provides raw survey/report data in convenient Excel files allowing you to customize the entire data set for the current report year as well as all prior years back to 2005-06. Use this report option if you are planning to create your own customized columns of data or wish to build your own formulas to devise additional performance indicators beyond what is provided in the customized Detailed Data Reports.

### ***Executive Level Dashboards***

Provides Senior Business Officers and Senior Facilities Officers with quick and easy metrics that highlight the data sets most relevant for that target group. Data is presented in bar charts/graphs and can be sorted by several important summary grouping criteria including Carnegie, Auxiliary Service, Enrollment Range, and more.

### ***Dashboard Dials***

Available only to current year survey participants, this report provides a unique dashboard dial for every performance indicator available in the FPI report. The dials provide you with an easy way to view your data for a specific value and provide several ways to compare your value to the entire data set or to summary groupings that you select.

### ***Online Presentations***

Available only to current year survey participants, this report provides participants with a dynamic way to create online presentations using bar charts/graphs and/or data grids. Create and save multiple presentations for different audiences or export slides to the web, PowerPoint, or Word. Use this report to prepare a visual slide show that will allow you to help educate your audience on the capital asset realities of your campus as well as those of your selected peer institutions.

## ***Monetary Conversion***

For purposes of the FPI survey and report, the Canadian Dollar is equivalent to one US Dollar.

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.

## Report Characteristics

Several characteristics about the way the survey is computed should be kept in mind. Being mindful of these characteristics will assist you in properly interpreting the statistical information provided by the many reports and charts contained in the report.

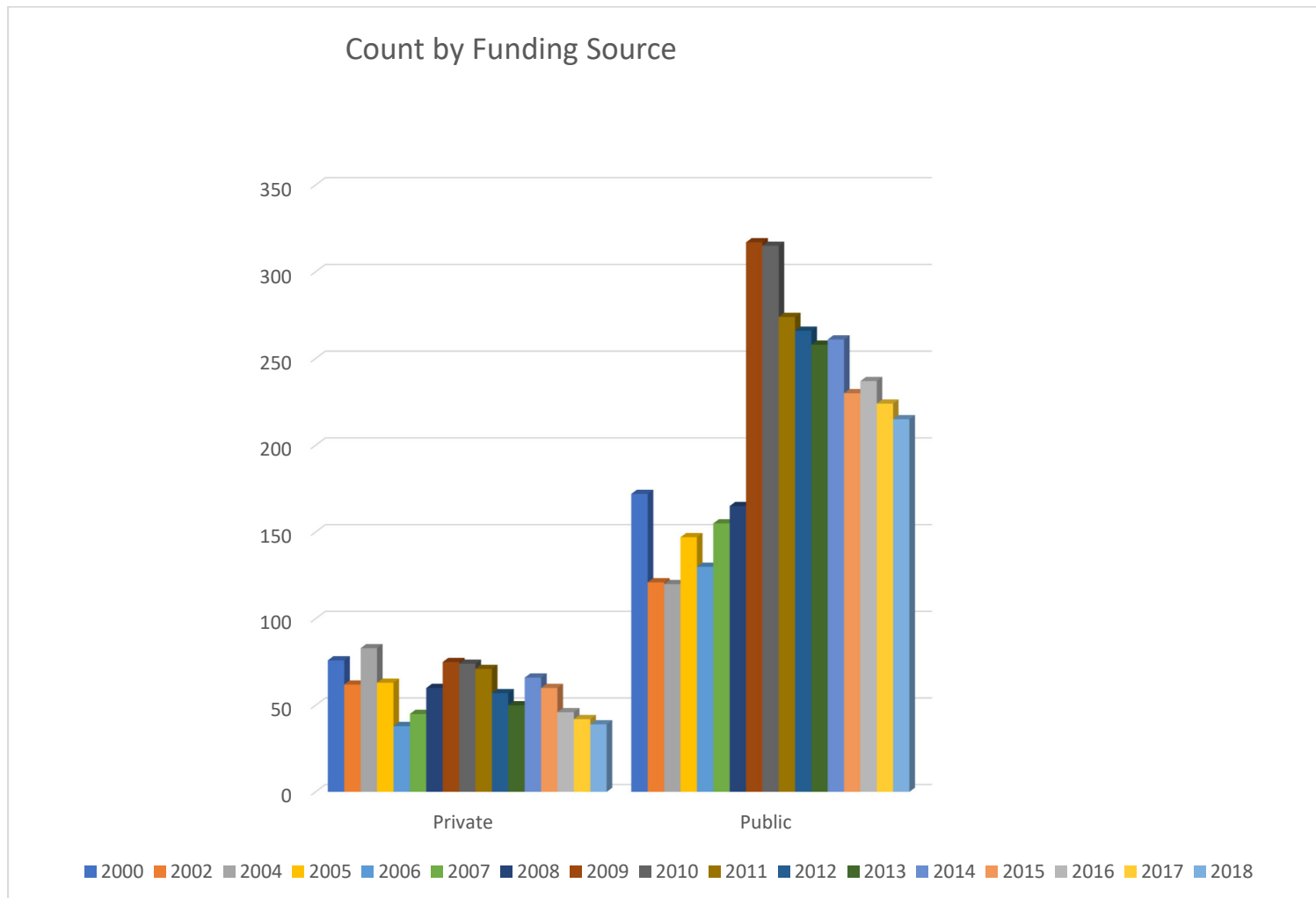
- Blanks and zeros submitted as survey entries were not included in statistical computations. Respondents enter only the information that is of interest to their campus. Most respondents submitted blank entries for items that did not apply to them while a small number of respondents might have entered zeros for non-applicable items. The data collection system does not distinguish between blank entries and zero entries (they are both excluded from statistical computations). This statistical method is consistently applied throughout 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 excluding zeros.
- 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 Detailed Report data summaries line 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.

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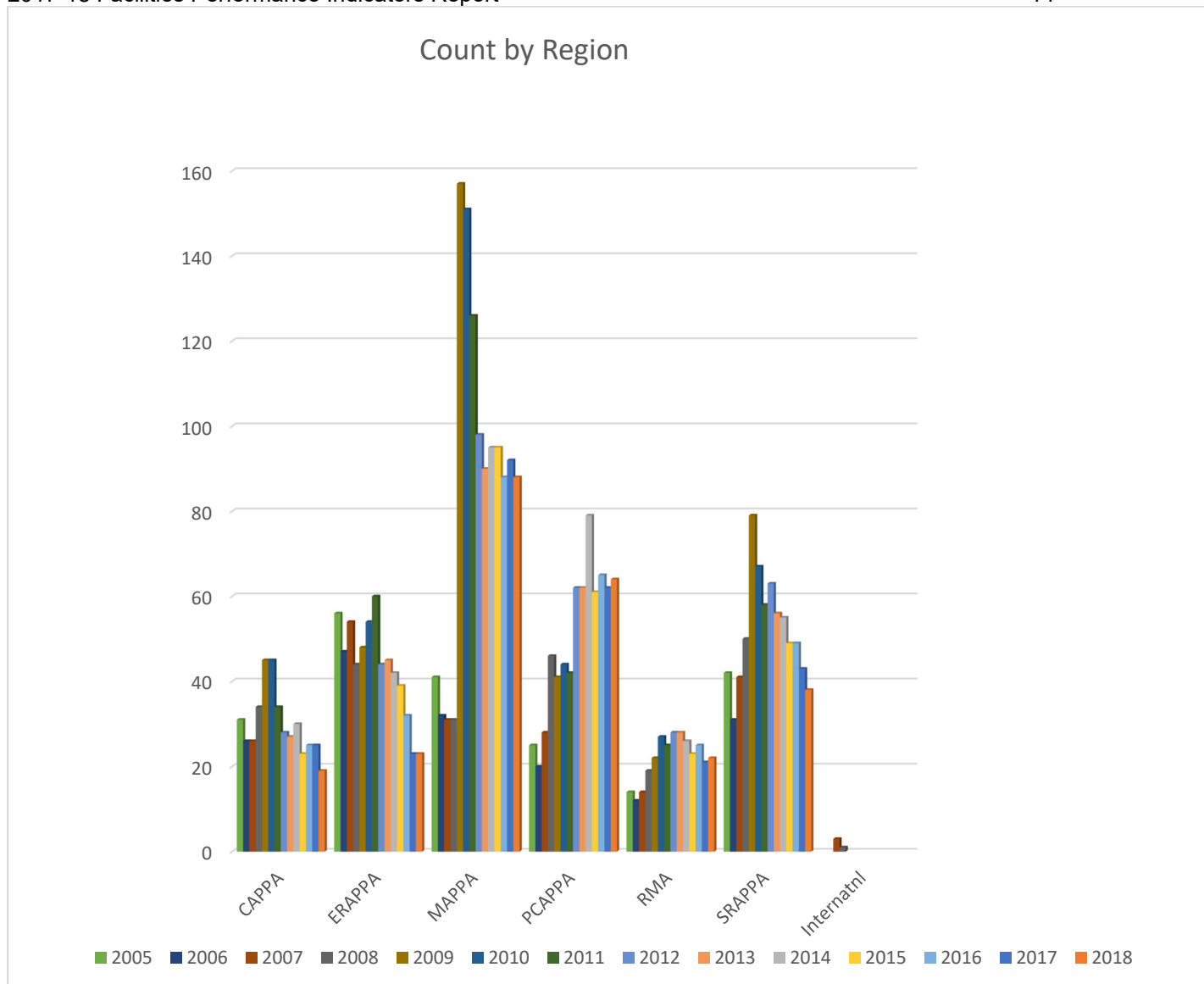
When used with the above observations in mind, the statistics are generally representative, and therefore valid, as substantiated by consistent data that are illustrated in historical charts. Where the statistics are historically different, the validity of the data can be substantiated by identifying 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, but instead as a reflection of the varied profile of the institutions who participate in the 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 2017-18 Respondents and Participation Trends

There were 253 participants in the 2017-18 Report.

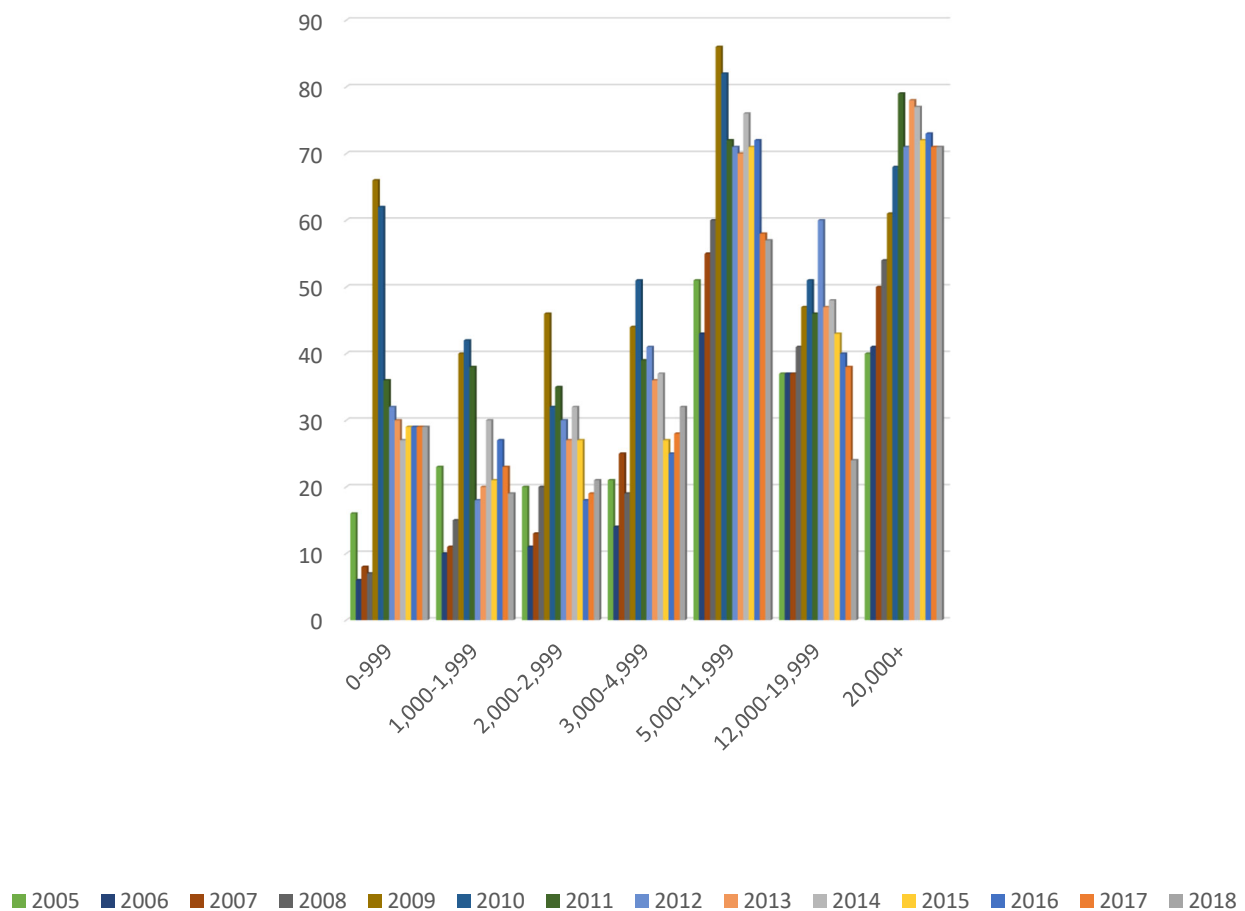


- 2018 saw a decrease in the number of both private and public institutions participating. Thirty-nine (39) private institutions participated and 215 public institutions participated in the 2018 survey cycle.

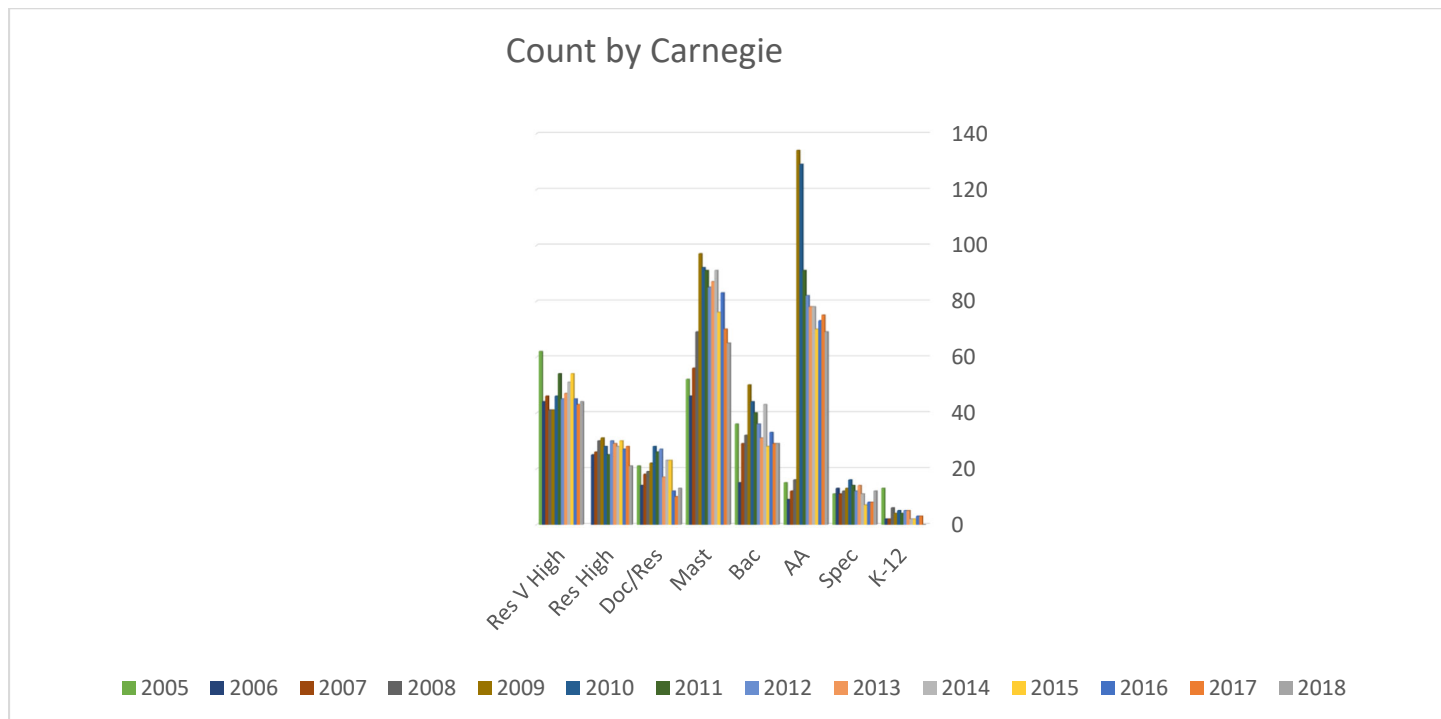


- All APPA regions are represented in the report, with the largest number of respondents coming from the Midwestern region (MAPPA), Southeastern region (SRAPPA), and the Pacific Coast region (PCAPPA). There were no International participants this year.

Count by Enrollment



- 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 above shows that the enrollment range distribution in 2018 follows the normal experience levels.



- The representation of institutions as categorized by the Carnegie classifications has been generally consistent. There was an increase in Specialized Medical and Specialized this year.

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 need to make comparisons within their own group and not with a mixture of medical and other types of specialized institutions.



## 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 than 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

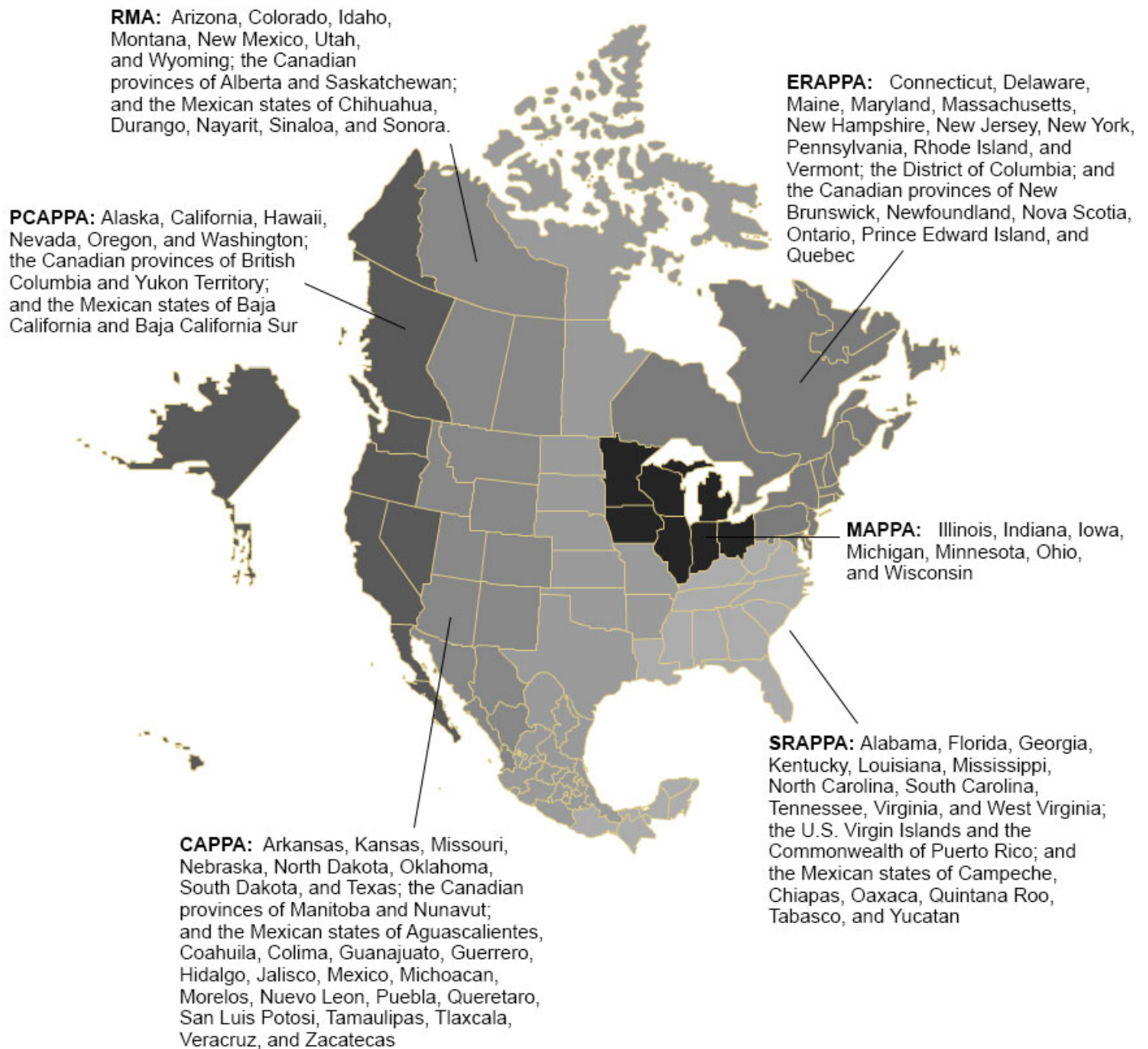
APPA's six geographical regions function independently of APPA and offer their own educational programs, annual meetings, scholarships, and other benefits. Each region maintains its own set of officers, committees, and activities to serve member institutions within the region. Regions determine their 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. A handy APPA region reference chart is provided on the following page for your convenience.











## Participant Demographics/General Data



Information in this section is provided to assist you in your evaluation of information contained in the *2017-18 Facilities Performance Indicators Report*.

The charts and tables in the Participant Demographics report tab shows whether the distribution within a grouping could be considered significant for your benchmarking comparison purposes.

### Distribution of Respondents By Major Groupings

Funding ?	 	Carnegie Class ?	 
Private	39	Associate (Two Year)	69
Public	214	Baccalaureate	29
Total	253	Masters	65
		Doctoral/Research	13
		Research High	21
		Research Very High	44
		Specialized	5
		Specialized Medical	7
		K-12	0
		Total	253

APPA Region ?	 	Enrollment Range ?	 
CAPPA	19	0-999	29
ERAPPA	23	1,000-1,999	19
MAPPA	87	2,000-2,999	21
PCAPPA	64	3,000-4,999	32
RMA	22	5,000-11,999	57
SRAPPA	38	12,000-19,999	24
Total	253	20,000+	72
		Total	254

Building Age Range ?		Custodial Service (Staffing) Level ?	
<20	23	1 Orderly Spotlessness	3
20-29	35	2 Ordinary Tidiness	84
30-39	92	3 Casual Inattention	93
40-49	79	4 Moderate Dinginess	15
50+	22	5 Unkempt Neglect	1
Total	251	Total	196

Grounds Service (Staffing) Level ?		Maintenance Service (Staffing) Level ?	
1 State-of-the-Art Maintenance	7	1 Showpiece Facility	1
2 High-Level Maintenance	78	2 Comprehensive Stewardship	59
3 Moderate-Level Maintenance	105	3 Managed Care	111
4 Moderately Low-Level Maintenance	5	4 Reactive Management	23
5 Minimum-Level Maintenance	0	5 Crisis Response	3
Total	195	Total	197

Overall Employee Satisfaction Reported ?		Overall Customer Satisfaction Reported ?	
1 Extremely Dissatisfied	0	1 Extremely Dissatisfied	0
2 Very Dissatisfied	0	2 Very Dissatisfied	0
3 Dissatisfied	5	3 Dissatisfied	6
4 Satisfied	74	4 Satisfied	55
5 Very Satisfied	26	5 Very Satisfied	58
6 Extremely Satisfied	0	6 Extremely Satisfied	7
Total	105	Total	126

The report below shows counts for all survey module entries. Some participants completed only a few of the modules 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 Participant Demographics charts and tables. 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.

<b>About the Facilities Unit</b>	253
<b>CRV Worksheet</b>	105
<b>What Facilities Make Up Our Institution?</b>	253
<b>Is My Institution Adequately Funding the Facilities Management Annual Budget?</b>	253
<b>Operating Costs and Staffing for Facilities Administration</b>	198
<b>Operating Costs and Staffing for Construction/Renovation/A&amp;E</b>	172
<b>Operating Costs and Staffing for Custodial</b>	199
<b>Operating Costs and Staffing for Landscaping/Grounds</b>	253
<b>Operating Costs and Staffing for Maintenance</b>	198
<b>MMBTU Worksheet</b>	160
<b>Operating Costs and Staffing for Energy/Utilities</b>	247
<b>Operating Costs and Staffing for Other Operations/Facilities Specific Services</b>	173
<b>Operating Costs and Staffing for Other Operations/Non-Facilities Specific Services</b>	164
<b>Business Practices</b>	171
<b>Is my institution making the right investment in our existing buildings, infrastructure, and academic programs?</b>	170
<b>Are the customers satisfied with the space and service?</b>	151
<b>Is my facilities department developing staff that can sustain excellence?</b>	156

## FPI Trend Analysis of Key Performance Indicators 2008 through 2018

Questions	2008	2009	2010	2011	2012
# of Participants	225	392	388	345	323
GSF Maintained	3,566,144	2,382,942	2,646,717	2,922,997	2,995,351
CRV	1,078,218,106	984,660,439	1,173,758,319	1,184,342,082	1,032,067,581
CRV per GSF	Not shown	Not shown	314.59	327.57	324.73
Facilities Exp/GIE	6.62%	7.34%	6.04%	6.00%	5.70%
Custodial Cost/GSF	1.40	1.40	1.36	1.36	1.40
GSF per Custodian	35,037	37,643	31,715	32,592	33,174
Grounds cost per acre	\$5,749.27	\$5,147.32	\$5,411.74	\$5,495.62	\$5,314.05
Acres per Grounds FTE	15.87	20.11	17.10	17.90	17.70
Maintenance Cost per GSF	\$1.55	\$1.54	\$1.47	\$1.57	\$1.59
GSF per maintenance FTE	66,751	67,626	69,595	71,192	72,781
Energy cost per GSF	\$2.62	\$2.44	\$2.19	\$2.27	\$2.25
BTU per GSF	155,939.47	149,640.32	116,870.05	121,361.43	121,130.78
Average Age of Buildings	Not shown	Not shown	Not shown	Not shown	37.34
Useful Life of MCB	54.10	51.53	53.87	53.67	53.06
Building Age Ratio	New Ratio	New Ratio	New Ratio	New Ratio	73.93%
Total Cost of Ownership	New Ratio	New Ratio	New Ratio	New Ratio	21.18
FCI	9.43%	9.69%	9.83%	11.70%	11.33%
Needs Index	20.74%	18.42%	17.39%	18.91%	18.07%
Minimum Investment	2.11%	2.17%	2.07%	2.08%	2.06%
Actual Investment	2.08%	2.04%	1.92%	2.71%	1.72%
Customer Rating	4.563	4.493	4.588	4.556	4.577
Employee Rating	4.314	4.478	4.357	4.318	4.246
Training/work hours	2.85%	0.98%	0.65%	1.44%	1.46%
% Internal Candidates	35%	36%	37%	37%	33%

Questions	2013	2014	2015	2016	2017	2018
# of Participants	308	327	284	287	267	253
GSF Maintained	3,056,933	3,885,200	4,168,067	4,076,753	4,415,764	3,405,391
CRV	1,061,243,828	1,128,926,293	1,216,004,151	1,127,566,636	1,245,628,912	1,369,835,580
CRV per GSF	345.84	361.19	376.78	378.49	396.61	390.88
Facilities Exp/GIE	5.70%	6.35%	5.80%	6.12%	5.98%	5.43%
Custodial Cost/GSF	1.37	1.43	1.41	1.45	1.46	1.56
GSF per Custodian	34,551	35,049	34,899	35,502	35,638	35,967
Grounds cost per acre	\$5,114.45	\$5,487.79	\$5,406.82	\$5,400.08	\$5,481.87	\$5,552.86
Acres per Grounds FTE	17.90	17.30	18.09	17.70	17.28	18.16
Maintenance Cost per GSF	\$1.63	\$1.70	\$1.63	\$1.67	\$1.78	\$1.39
GSF per maintenance FTE	73,296	72,929	72,183	75,375	75,753	683,747
Energy cost per GSF	\$2.15	\$2.46	\$2.31	\$2.35	\$2.06	\$2.19
BTU per GSF	119,554.10	129,722.29	119,961.16	123,696.68	113,710.72	97,818.97
Average Age of Buildings	33.03	33.32	33.87	33.96	34.62	34.85
Useful Life of MCB	55.40	56.80	56.19	54.53	54.32	47.04
Building Age Ratio	58.27%	59.45%	60.28%	62.05%	62.68%	62.26%
Total Cost of Ownership	20.30	20.69	20.85	21.01	22.15	22.84
FCI	11.45%	10.59%	12.20%	11.58%	12.08%	12.89%
Needs Index	18.49%	16.83%	17.02%	17.48%	17.85%	20.25%
Minimum Investment	1.96%	1.92%	1.96%	2.00%	2.03%	2.00%
Actual Investment	1.50%	1.52%	1.38%	1.98%	2.07%	2.20%
Customer Rating	4.558	4.512	4.606	4.545	4.518	4.524
Employee Rating	4.294	4.234	4.217	4.277	4.256	4.200
Training/work hours	1.36%	1.42%	1.36%	1.27%	1.47%	2.16%
% Internal Candidates	34%	36%	35%	35%	34%	22%



## APPENDIX A

### 2017-18 Facilities Performance Indicators Participants

Alexandria Technical & Community College	Elizabeth City State University
Anoka Technical College	Fond Du Lac Community College
Anoka-Ramsey Community College	Georgia College & State University
Anoka-Ramsey Community College Cambridge Campus	Georgia Institute of Technology
Arizona State University	Goshen College
Atlanta Metropolitan State College	Grand Rapids Community College
Auburn University	Grant Macewan University
Auraria Higher Education Center	Hennepin Technical College
Austin Peay State University	Hennepin Technical College
Bemidji State University	Hibbing Community College, A Technical and Community College
Bentley University	Humboldt State University
Black Hills State University	Illinois State University
California Institute of Technology	Illinois Wesleyan University
California Polytechnic State University-San Luis Obispo	Indiana Wesleyan University
California State Polytechnic University- Pomona	Inver Hills Community College
California State University Maritime Academy	Iona College
California State University, Bakersfield	Iowa State University
California State University-Channel Islands	Itasca Community College
California State University-Chico	Jackson State University
California State University-Dominguez Hills	Jefferson - Center City
California State University-East Bay	Kansas State University
California State University-Fresno	Kennesaw State University
California State University-Fullerton	Kent State University Main Campus
California State University-Long Beach	LACCD Van de Kamp
California State University-Los Angeles	Lake Superior College
California State University-Monterey Bay	Lane Community College
California State University-Northridge	Longwood University
California State University-Sacramento	Los Angeles City College
California State University-San Bernardino	Los Angeles Community College District
California State University-San Marcos	Los Angeles Harbor College
California State University-Stanislaus	Los Angeles Mission College
Carleton College	Los Angeles Pierce College
Central Lakes College/Brainerd	Los Angeles Southwest College
Central Lakes College/Staples	Los Angeles Trade-Technical College
Century College	Los Angeles Valley College
Clayton State University	Louisiana State University HSC-New Orleans
College of Charleston	Luther College
Colorado College	McMaster University
Colorado School of Mines	Mesabi Range College
Colorado State University-Pueblo	Mesabi Range College Eveleth
Dakota County Technical College	Metropolitan State University
Delta College	Michigan State University
Denison University	Michigan Technological University
East Carolina University	Minn West Comm and Tech College Worthington
East Carolina University/Health Sciences	Minn West Community & Tech College Pipestone
East Los Angeles College	Minneapolis Community and Technical College
Eastern Kentucky University	

Minnesota State College - Southeast Technical	Saint Cloud Technical and Community College
Minnesota State College Southeast Technical Red Wing Campus	Saint Louis University
Minnesota State Comm & Tech College	Saint Mary's University
Minnesota State Community & Technical College Detroit Lakes	Saint Paul College
Minnesota State Community and Technical College Moorhead	Salt Lake Community College
Minnesota State Community and Technical College Wadena	San Diego State University
Minnesota State University Moorhead	San Francisco State University
Minnesota State University, Mankato	San Jose State University
Minnesota West Comm & Tech College Granite Falls	Sheridan College
Minnesota West Community & Technical College Jackson Campus	Simon Fraser University
Minnesota West Community and Technical College Canby Campus	Sinclair Community College
Mount Royal University	Smithsonian Institution
NAIT	Soka University of America
National Institute of Standards and Technology	Sonoma State University
National Institute of Standards and Technology - Boulder	South Central College
New Mexico State University	South Central College Faribault Campus
Normandale Community College	South Dakota State University
North Dakota State College of Science	Southwest Minnesota State University
North Hennepin Community College	St. Cloud State University
Northern Kentucky University	St. Francis Xavier University
Northland Community and Technical College	State College of Florida - Manatee
Northland Community and Technical College East Grand Forks	State University of New York at Brockport
Northwest Technical College	State University of New York at Buffalo
Occidental College	Texas Christian University
Ohio University	Texas State University
Otterbein University	Texas Tech University
Pepperdine University	The Ohio State University
Philadelphia University	The University of Chicago
Pine Technical and Community College	Trinity University
Portland Community College	Truckee Meadows Community College
Queen's University	University of Alabama at Birmingham
Radford University	University of Alberta
Rainy River Community College	University of Arkansas
Ridgewater College	University of British Columbia
Ridgewater College Hutchinson Campus	University of British Columbia-Okanagan
Riverland Community College Albert Lea Campus	University of Calgary
Riverland Community College/Austin	University of California, Irvine
Riverland Community College/Owatonna	University of California, San Francisco
Robert Morris University	University of California-Berkeley
Roberts Wesleyan College	University of California-Davis
Rochester Community & Technical College	University of California-Los Angeles
Saginaw Valley State University	University of California-Merced
	University of California-Riverside
	University of California-San Diego
	University of California-Santa Cruz
	University of Colorado Boulder
	University of Colorado Colorado Springs
	University of Colorado Denver Anschutz Medical Campus
	University of Delaware
	University of Florida
	University of Georgia
	University of Guelph
	University of Idaho
	University of Illinois at Urbana-Champaign

University of Iowa  
University of Kansas Medical Center  
University of Kentucky  
University of Lethbridge  
University of Mary Washington  
University of Michigan-Flint  
University of Nebraska - Lincoln  
University of Nebraska at Kearney  
University of Nevada, Las Vegas  
University of North Carolina at Asheville  
University of North Carolina at Chapel Hill  
University of North Carolina at Charlotte  
University of North Carolina at Greensboro  
University of North Carolina/Chapel Hill -  
Housing  
University of North Florida  
University of Northern Iowa  
University of Northwestern  
University of Oklahoma  
University of Portland  
University of Puget Sound  
University of Regina  
University of Richmond  
University of Saint Thomas  
University of South Alabama  
University of South Dakota  
University of Southern California  
University of Tennessee at Martin  
University of Tennessee, Knoxville  
University of Texas at Austin  
University of Texas at San Antonio  
University of Tulsa  
University of Victoria  
University of Virginia  
University of Washington  
University of Waterloo

University of West Florida  
University of West Georgia  
University of Western Ontario  
University of Wisconsin-Madison  
University of Wisconsin-Stout  
Valparaiso University  
Vermilion Community College  
Villanova University  
Washington and Lee University  
Washington State University  
Washington State University/Health  
Sciences Spokane  
Weber State University  
West Los Angeles College  
Western Carolina University  
Western Illinois University  
Western Michigan University  
Western Washington University  
Wheaton College, Illinois  
Whittier College  
Winona State University  
Wofford College  
Wright State University  
York University