Balanced Scorecard Measures

Resource Management

How well do we develop and manage financial resources?

Objective Measures (Annual)

- Year-end Unrestricted Fund balance equal to at least 2% operating budget (carryover)
- Scheduled Maintenance funded to meet 40% of need
- Technology Refresh and new technology requests funded to 80% at least of need
- Increase in the diversity of revenues/resources (Trust & Agency Accounts, Grants, Foundation funding)
- At least seventy-percent (70%) of faculty and staff understand the budgeting and resource allocation model

Assessment Measures

- Amount of year-end General and Special Fund operating balances
- Percent of fulfilled requests from Division operating budgets
- Ratio of local project capital expenditures to total Scheduled Maintenance costs
- Minutes of Fiscal Planning and DCAS meetings
- Results of Customer Service Satisfaction Survey

Facilities

How well do we manage physical resources?

Objective Measures (Annual)

- A robust scheduled maintenance program that renovates/repairs at least 2-3 buildings
- Sustainable practices that reduce energy and resource consumption by at least 2%
- A capital facilities replacement plan that parallels an 'evergreen' Master Facilities Plan
- At least seventy-five percent (75%) of customer satisfaction survey respondents rank the campus in the top-two quartiles for the physical beauty and cleanliness.
- At least seventy-five percent (75%) of customer satisfaction survey respondents rank the staff in the top-two quartiles in their: responsiveness, helpfulness and courtesy.

Assessment Measures

- Annual Facilities prioritization list derived from Program Plans
- Ratio of local project capital expenditures to total Scheduled Maintenance costs
- Minutes of Facilities CAP meetings
- Results of Customer Service Satisfaction Surveys
- Annual energy audits

Technology

How well do we manage technology and encourage innovation?

Objective Measures (Annual)

- This campus is on the documented leading edge of instructional technology
- This campus is on the documented leading edge of administrative technology
- Technology Refresh and new technology requests funded to 80% at least of need
- Innovation has lead to decreased costs of operations equal to 5% of the annual operating budget
- At least 80% of students, faculty and staff value the use of technology as an enhancement of their campus experience

Assessment Measures

- Annual Technology Refresh and new Technology prioritization lists derived from Program Plans
- Amount of year-end Tech Refresh and IELM balances as compared to requests
- Minutes of Technology CAP meetings
- Results of Customer Service Satisfaction Surveys
- Review and implementation of annual Service Level Agreements

Business Services

How well do we manage the administrative operations to serve the needs of students, faculty and staff?

Objective Measures

- At least 75% of customer satisfaction surveys rate our **Food Services** in the top-two quartiles in the areas of: quality of food selections, value, cleanliness, and courtesy, knowledge and helpfulness of staff.
- At least 75% of customer service surveys rate our **Bookstore** in the top- two quartiles in the areas of: percent of books available per course offering, competitiveness of book pricing, ease of

on-line book ordering, availability of book buy-back opportunities, and courtesy, knowledge and helpfulness of staff.
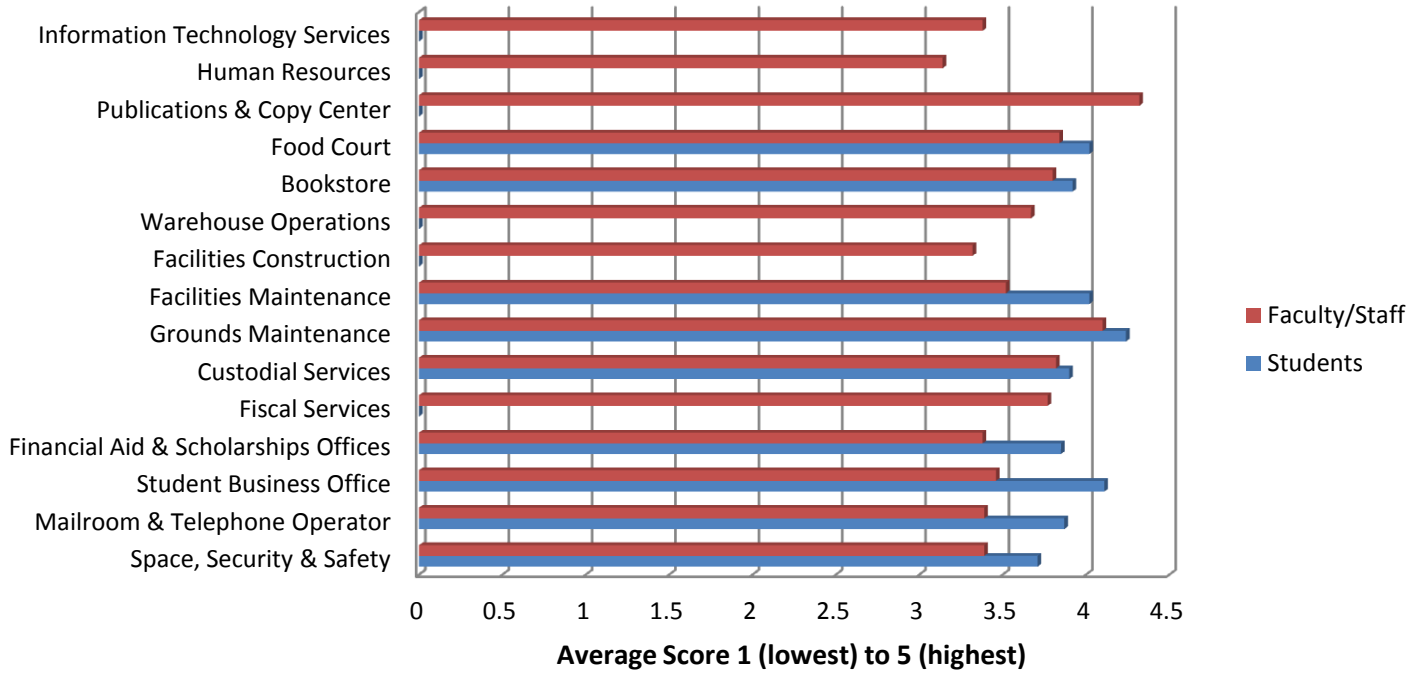
- At least 75% of customer satisfaction surveys rate our **Financial Aid Office** in the top-two quartiles in the areas of: number of BOGS processed and completed by first week of semester, number of students who receive notice of eligibility within 4-6 weeks, number of students certified as Pell-eligible and courtesy, knowledge and helpfulness of staff.
- At least 75% of customer service surveys rate our **Student Business Office** in the top-two quartiles in the areas of: ability to resolve registration issues quickly, ease of payment process for classes, ease of parking permit process, and courtesy, knowledge and helpfulness of staff.
- At least 75% of customer service surveys rate our **Fiscal Services Office** in the top-two quartiles in the areas of: accuracy of budget and financial data, speed and accuracy of processing purchasing requests, ease and accuracy of student timesheet submittals, and courtesy, knowledge and helpfulness of staff.

Assessment Measures

- Quarterly and year-end financial results of auxiliaries
- Annual performance and management audits (conducted by District external auditors)
- Results of Customer Service Satisfaction Surveys

A 2-Year Comparison of Balanced Scorecard Results 2010-11 and 2011-12

Business Services Customer Satisfaction Survey Results 2010-2011

Categories (top to bottom):
- Information Technology Services
- Human Resources
- Publications & Copy Center
- Food Court
- Bookstore
- Warehouse Operations
- Facilities Construction
- Facilities Maintenance
- Grounds Maintenance
- Custodial Services
- Fiscal Services
- Financial Aid & Scholarships Offices
- Student Business Office
- Mailroom & Telephone Operator
- Space, Security & Safety

Legend:
- Faculty/Staff
- Students

X-axis: **Average Score 1 (lowest) to 5 (highest)** (0, 0.5, 1, 1.5, 2, 2.5, 3, 3.5, 4, 4.5)

Business Services Customer Satisfaction Survey Results for FY 2011-12

Categories (top to bottom):
- Human Resources
- Warehouse Operations
- Facilities Construction
- Facilities Maintenance
- Grounds Maintenance
- Custodial Services
- Foodcourt
- Bookstore
- Financial Aid & Scholarships Offices
- Information Technology Services
- Fiscal Services
- Student Business Office
- Mailroom & Telephone Operator
- Publications & Copy Center
- Space, Security, & Safety

Legend:
- Students
- Staff/Faculty

X-axis: **Average Score 1(lowest) to 5 (highest)** (0.00, 0.50, 1.00, 1.50, 2.00, 2.50, 3.00, 3.50, 4.00, 4.50)