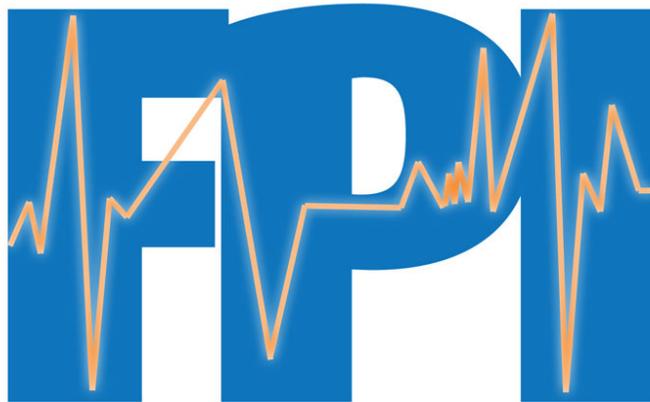


2010-11

Facilities Performance Indicators Report



Tracking Your Facilities Vital Signs

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.

New Report Enhancements for 2010-11

Charts and Graphs

- All charts and graphs have been updated with a new software upgrade that will allow users to access charts and graphs on any e-reader device
- To download any of the charts and graphs in any report area, click the small arrow icon in the right hand corner of the chart/graph and an option to download the chart or graph as a PNG, JPEG, PDF, or SVG vector image appears
- All charts/graphs can either be printed or saved to your desktop as one of the four options noted above

Detailed Data Reports

There are now three options for printing and/or downloading any report in this area:

1. Print each page of the report as a single page
2. Print the entire report for each area (Custodial, Maintenance, Business Practices etc.)
3. Download/print the entire report for each area as an Excel file with each value populated in live cells

Excel File Reports

- Excel files now have blank cells and values are no longer truncated which will make these live cells easier to manipulate for number crunchers
- A Cleanable Costs and Staffing sub report has been added to the Custodial report
- Sort criteria has been expanded to include the state where institutions are located providing another useful way to sort the data

Online Presentation Reports

- A new "notes" feature for each graph/chart has been added with no word count restriction
- A new print feature will allow for up to 2 graphs/charts to be printed on a page with notes and data grids included or excluded at your discretion
- All charts/graphs can also be printed as a PDF (if you have a PDF Print Driver) which will allow them to be saved to your desktop

- Charts/graphs can be saved directly by making a right click within the graph/chart itself or by using the print option in your browser

These enhancements, on top of the potent report capabilities delivered in the 2010-11 FPI Report, make it a flexible, sophisticated, and powerful tool for analyzing, planning, reporting, and managing your facilities operation. No other professional education organization provides such an essential instrument as a membership benefit.

We congratulate the institutions that elected to participate in the 2010-11 FPI Survey, and we celebrate meeting our goals to deliver this superior 2010-11 FPI Report to the APPA membership and other interested parties.

The 2010–11 *Facilities Performance Indicators Report* reflects some APPA members' desire for confidentiality. The only institutional list of participants is contained in Appendix A of this 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.

All others view the non-participant report in which institution names are coded. Those using the non-participant Report are advised to examine the institutional listing in the Report Settings area, 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 data 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 any or all within a cohort group including cohort averages in the data summaries for those that are a part of a private cohort group;
- simultaneous display of significant data and ratios and measures for all selected institutions and overall and group averages;
- the capability to read and/or print/download out the whole range of 2010–11 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.

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. All report entries are available to view in both Metric and Standard. All participants can now choose how they would like all information contained in charts, graphs, and reports to be displayed as either Metric or Standard.

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 2010-11 Information and Research Committee consists of the following members:

Chair/Vice President for Information and Research Committee:

[Randolph Hare](#), Washington & Lee University

Committee Members

CAPPA: [John Greene](#), Trinity University

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

MAPPA: [Jeri Ripley King](#), University of Iowa

PCAPPA: [Richard Storie](#), University of Nevada, Las Vegas

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, Member Emeritus

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

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

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

Meet Your FPI Survey and Report Team

Ernest Hunter of Hunter Consulting and Training is an FPI advisor, APPA Business Partner, former Director of Physical Plant and Facilities Services at the University of Texas at Austin and the 2008 TAPPA Emeritus Award recipient. Ernest served as the FPI's database and survey technical advisor during this year's survey period. Ernest provided numerous recommendations that led to the enhancement of the function and structure of the survey. Ernest helped to develop the statistical data integrity assurance strategy that has enhanced the reliability and quality of the FPI data set. Ernest's statistical analysis expertise and programming skills helped to develop the FPI resident statistical data integrity tool used in this survey cycle to analyze the data set.

Maggie Kinnaman is an FPI Advisor, APPA Member Emeritus, APPA Fellow, Past APPA President, APPA Board member for 20 years, Institute and Academy Faculty Member and the former Business Administration Director for the University of Maryland at Baltimore. Maggie served as the participant contact outreach mentor and data analysis advisor to all participants during this year's survey period. Maggie has provided numerous recommendations such as tips and FAQ's that led to the enhancement of the function and structure of the FPI survey. Maggie also created the Online Presentations report last year which allows participants to brief their campus community on the state of buildings and infrastructure and how these capital assets support and further the institution's academic mission.

Heather Lukes of Digital Wise, Inc. has been APPA's database programmer and web developer for 13 years. Heather has been responsible for the FPI survey programming for the past 9 years. As of last year, Heather became 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 5 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.

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, audit 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.

Audit alerts also point out inconsistencies with data 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 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 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):

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.

Organization of the Tables

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

1. Funding Source
 - a. Private
 - b. Public
 - d. Master's Colleges and Universities
 - e. Baccalaureate Colleges
 - f. Overall
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

4. Region
 - a. CAPP (Central)
 - b. ERAPPA (Eastern)
 - c. MAPP (Midwest)
 - d. PCAPP (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. 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. University of Wisconsin System
 - f. Res Life/Housing
 - g. California Community College District
 - h. Harrisburg Community College District

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.

This Web-based 2010-11 *Facilities Performance Indicators Report* consists of the following sections:

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 2009-10 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. Don't we need to work on these?

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.

Comments on Two of the Detailed FPI Reports

Operating Costs and Staffing for All Functions

The Operating Costs Report consists of a series of reports on operational expenses (in-house labor, in-house nonlabor, and contract costs). The measures include FTE (Full-Time Equivalent) from personnel data and costs by survey module compared to GSF/GSM (Gross Square Feet/Gross Square Meters). These costs, FTE, and GSF/GSM per acres/hectares are broken down

into seven functions performed by facilities operations: facilities administration, construction/renovation/architecture and engineering, custodial services, energy/utilities, landscaping/groundskeeping, maintenance/trades and Other.

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 FTE and Salaries sections of the survey. GSF/GSM 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/GSM and the FTE per Student FTE measure by function more accurate.
2. A new Custodial Cleanable Square Feet (CSF) sub-report has been added to the Custodial Module. This CSF sub-report is an exact replica of the Ops Costs and Staffing report for Custodial GSF.
3. We removed the overall Average Benefits Percent question from Module 1 and have replaced this question with unique Average Benefits Percent questions for EACH area of Module 4 (Facilities administration, construction/renovation/architecture and engineering, custodial services, energy/utilities, landscaping/groundskeeping, maintenance/trades and Other). As a result of this change, the formerly named Personnel Ratios and Measures sub-reports have been removed. You will now see each area's unique average benefits percent in the Significant Supporting data area for each report.
4. We now track Student FTE labor as a separate category in all areas of Module 4 (Facilities administration, construction/renovation/architecture and engineering, custodial services, energy/utilities, landscaping/groundskeeping, maintenance/trades and Other). The total Student FTE labor force value for each institution can be found in Module 1.
5. The GSF/GSM reported for the Construction A&E function was limited in previous survey cycles to the footage under planning, bid, award and/or construction. In 2010-11, participants were given two choices: footage under planning, bid, award, and construction; or total campus GSF/GSM.

Is my institution making the right investment in our existing buildings, infrastructure, and academic programs?

This module is 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/GSM. The two components for this calculation can be found in Module 2 under the sub-report titled, “*CRV Cost/GSF/GSM by Building Type.*” CRV/GSF/GSM averages are to include infrastructure and reflect current construction costs. The issue, however, is not necessarily how different your CRV value is from another peer institution’s but rather how well are you investing to keep up with your needed minimum investment in the buildings and infrastructure. The real comparator in this module is FCI (Facilities Condition Index) and the Needs Index. Yes, the CRV values should be accurate but so should the reported backlog of needs. These indicators will paint a picture of how well or how poorly the institution is being cared for. A low FCI or Needs Index indicates that the necessary care (i.e. funding) is being provided and a high FCI or Needs Index shows that the institution is ignoring the state of the buildings’ condition on campus.

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

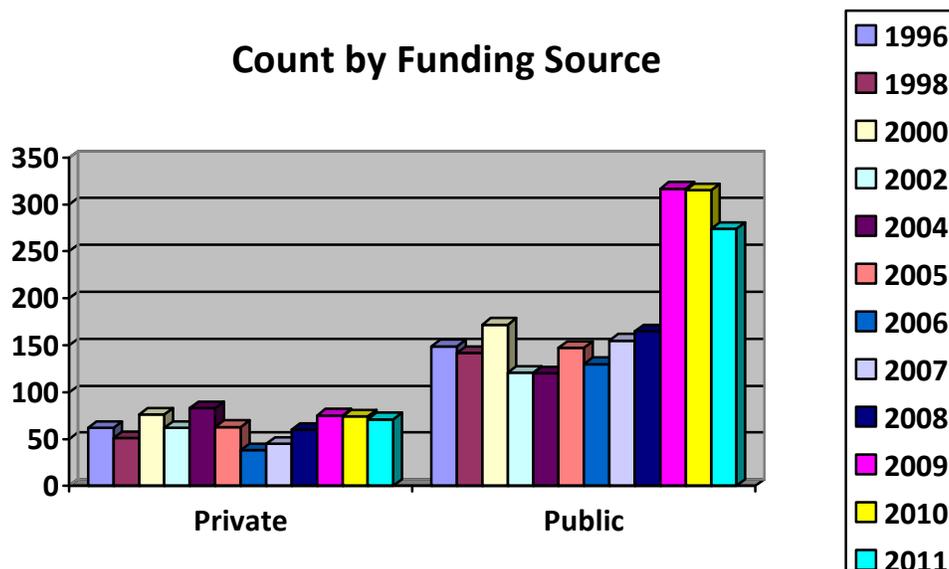
the Detailed Report data summaries line before evaluating the grouping statistics. This *Web-based Facilities Performance Indicators Report* includes counts for all group averages.

- 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.

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.

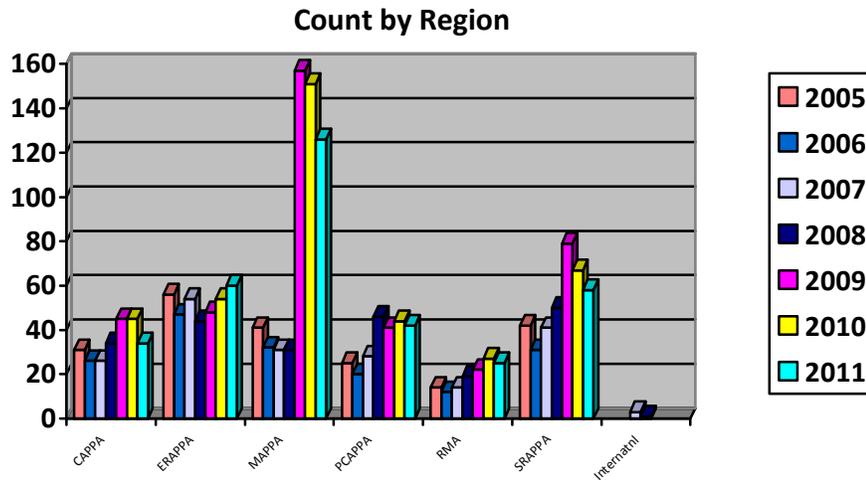
FY 2010-11 Respondents and Participation Trends

There were 345 participants in the 2010-11 Report.

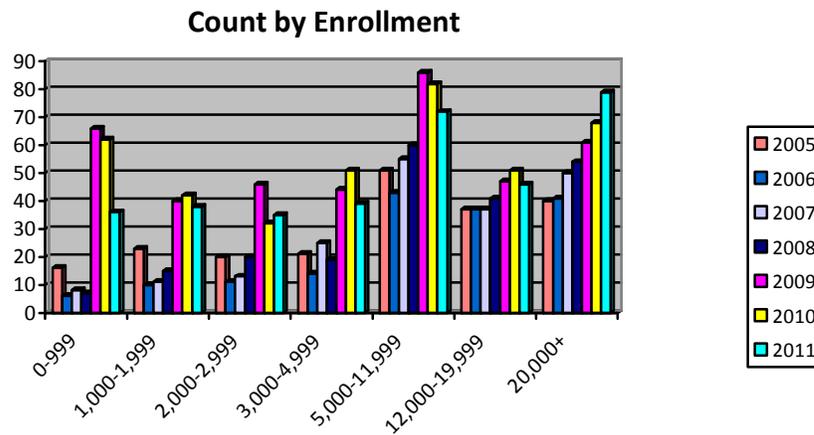


Up until 2003, about 30 percent of the participant pool consistently came from institutions that had private sources of funding, and 70 percent came from those that had public sources.

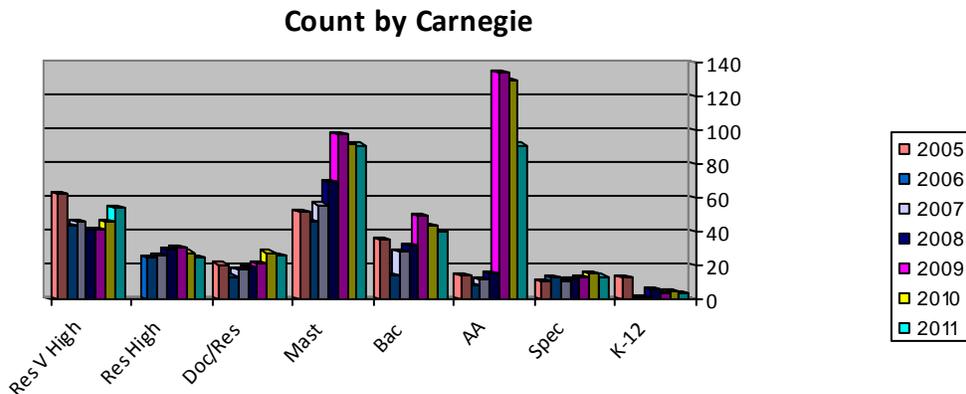
- 2011 saw an increase in the number of private institutions participating despite lower overall numbers than in 2009. 71 private institutions participated while we experienced a slight decrease in the number of participating public institutions compared to 2009. This decrease can be attributed to the smaller number of overall participants for 2011. 274 public institutions participated in the 2011 survey cycle.



All APPA regions are represented in the report, with the largest number of respondents coming from the Midwestern region (MAPPA), Southeastern region (SRAPP), the Central region (CAPP), and the Eastern region (ERAPP). There were no International participants this year. (APPA had a spike in the MAPPA region over the past few years due to its continued partnership with MHEC (Midwestern Higher Education Compact) whose members are all located in the MAPPA 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 above shows that the enrollment range distribution in 2011 follows the normal experience levels.



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 as well as in the Associates area.

Specialized institutions are shown as one category in the chart. The FPI shows this Carnegie classification as Specialized (count 8) and Specialized Medical (count 6).

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.

Participant Demographics/General Data

Information in this section is provided to assist you in your evaluation of information contained in the *2010-11 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	71	Associate (Two Year)	91
Public	274	Baccalaureate	40
Total	345	Masters	91
		Doctoral/Research	26
		Research High	25
		Research Very High	54
		Specialized	8
		Specialized Medical	6
		K-12	4
		Total	345

APPA Region ?		Enrollment Range ?	
CAPPA	34	0-999	36
ERAPPA	60	1,000-1,999	38
MAPPA	126	2,000-2,999	35
PCAPPA	42	3,000-4,999	39
RMA	25	5,000-11,999	72
SRAPPA	58	12,000-19,999	46
International	0	20,000+	79
Total	345	Total	345

Building Age Range 	 	Custodial Service (Staffing) Level 	 
<20	28	1 Orderly Spotlessness	5
20-29	55	2 Ordinary Tidiness	138
30-39	63	3 Casual Inattention	84
40-49	81	4 Moderate Dinginess	20
50+	38	5 Unkempt Neglect	1
Total	265	Total	248

Grounds Service (Staffing) Level 	 	Maintenance Service (Staffing) Level 	 
1 State-of-the-Art Maintenance	8	1 Showpiece Facility	3
2 High-Level Maintenance	117	2 Comprehensive Stewardship	79
3 Moderate-Level Maintenance	110	3 Managed Care	133
4 Moderately Low-Level Maintenance	7	4 Reactive Management	29
5 Minimum-Level Maintenance	1	5 Crisis Response	1
Total	243	Total	245

Overall Employee Satisfaction Reported 	 	Overall Customer Satisfaction Reported 	 
1 Extremely Dissatisfied	0	1 Extremely Dissatisfied	0
2 Very Dissatisfied	1	2 Very Dissatisfied	1
3 Dissatisfied	5	3 Dissatisfied	2
4 Satisfied	94	4 Satisfied	77
5 Very Satisfied	52	5 Very Satisfied	80
6 Extremely Satisfied	2	6 Extremely Satisfied	9
Total	154	Total	169

Tables in the report below show 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.

About the Facilities Unit	345
What Facilities Make Up Our Institution?	345
CRV Worksheet	107
Is My Institution Adequately Funding the Facilities Management Annual Budget?	263
Operating Costs and Staffing for Facilities Administration	251
Operating Costs and Staffing for Construction/Renovation/A&E	221
Operating Costs and Staffing for Custodial	254
Operating Costs and Staffing for Energy/Utilities	326
Operating Costs and Staffing for Landscaping/Grounds	247
Operating Costs and Staffing for Maintenance	251
Operating Costs and Staffing for Other	214
Business Practices	221
MMBTU Worksheet	218
Is my institution making the right investment in our existing buildings, infrastructure, and academic programs?	210
Are the customers satisfied with the space and service?	193
Is my facilities department developing staff that can sustain excellence?	189

FPI Trend Analysis of Key Performance Indicators 2008 through 2011

Questions	2008	2009	2010	2011
# of Participants	225	392	388	345
GSF Maintained	3,566,144	2,382,942	2,646,717	2,922,997
CRV	\$ 1,078,218,106	\$ 984,660,439	\$ 1,173,758,319	\$ 1,184,342,082
CRV per GSF	Not shown	Not shown	\$ 314.59	\$ 327.57
Facilities Exp/GIE	6.62%	7.34%	6.04%	6.00%
Custodial Cost/GSF	\$ 1.40	\$ 1.40	\$ 1.36	\$ 1.36
GSF per Custodian	35,037	37,643	31,715	32,592
Grounds cost per acre	\$ 5,749	\$ 5,147	\$ 5,412	\$ 5,496
Acres per grounds FTE	15.9	20.1	17.1	17.9
Maintenance cost per GSF	\$ 1.55	\$ 1.54	\$ 1.47	\$ 1.57
GSF per maintenance FTE	66,751	67,626	69,595	71,192
Energy cost per GSF	\$ 2.62	\$ 2.44	\$ 2.19	\$ 2.27
BTU per GSF	155,939	149,640	116,870	121,361
Useful Life of MCB	54.10	51.53	53.87	53.67
FCI	9.43%	9.69%	9.83%	11.70%
Needs Index	20.70%	18.42%	17.39%	18.91%
Minimum Investment	2.11%	2.17%	2.07%	2.08%
Actual Investment	2.08%	2.04%	1.92%	2.71%
Customer Rating	4.563	4.493	4.588	4.556
Employee Rating	4.314	4.478	4.357	4.318
Training/work hours	2.85%	0.98%	0.65%	1.44%
% Internal Candidates	35%	36%	37%	37%

APPENDIX A

2010-11 Facilities Performance Indicators Participants

Abilene Christian University
Albany Law School of Union University
Albright College
Alexandria Technical Institute
Anoka Technical College
Anoka-Ramsey Community College
Anoka-Ramsey Community
College/Cambridge Campus
Appalachian State University
Arizona State University
Arizona State University/Downtown Campus
Arizona State University/Polytechnic
Arizona State University/West
Arkansas State University
Armstrong Atlantic State University
Ashland University
Augusta State University
Austin Peay State University
Avila University
Babson College
Bay Noc Community College
Bemidji State University
Bethel University
Black Hills State University
Butler University
California Institute of Technology
California Polytechnic State University
California Polytechnic State
University/Pomona
California State University/Bakersfield
California State University/Chico
California State University/Dominguez Hills
California State University/East Bay
California State University/Fresno
California State University/Fullerton
California State University/Long Beach
California State University/Monterey Bay
California State University/Northridge
California State University/Sacramento
California State University/San Bernardino
California State University/San Marcos
Capital University
Carleton University
Casper Community College
Central Lakes College
Central Lakes College/Staples
Century College
Cincinnati State Tec & Community College
Clayton State University
College of Wooster
Colorado College
Colorado State University/Real Estate Office
Concordia College/Moorhead
Contra Costa Community College District
Dakota County Technical College
Dalhousie University
Denison University
Dominican University
East Carolina University
Eastern Illinois University
Eastern Mennonite University
Elizabeth City State University
Elmhurst College
Episcopal School of Dallas
Fayetteville State University
Florida International University
Fond Du Lac Community College
Foothill-de Anza Community College Dist
Franklin College/Indiana
Friends University
Furman University
Gainesville State College
Geneva College
Georgia College & State University
Georgia Health Sciences University
Georgia Institute of Technology
Georgia Institute of Technology/Housing
Georgia State University
Gordon College/Georgia
Goshen College
Grand View University
Grant Macewan University
Guilford College
Harrisburg Area Community
College/Gettysburg
Harrisburg Area Community
College/Harrisburg

Harrisburg Area Community College/Lancaster	Minnesota State University/Mankato
Harrisburg Area Community College/Lebanon	Minnesota West Comm/Tech College
Harrisburg Area Community College/York	Minnesota West Community & Technical College/Granite Falls
Hennepin Technical College	Minnesota West Community & Technical College/Jackson
Hennepin Technical College/Eden Prairie	Minnesota West Community & Technical College/Pipestone
Hibbing Community College	Minnesota West Community & Technical College/Worthington
Humboldt State University	Missouri State University
Illinois State University	Monroe County Community College
Indiana Wesleyan University	Moravian College
Inver Hills Community College	Morehouse College
Iowa State University	Mott Community College
Itasca Community College	Mount Allison University
John Carroll University	Mount Saint Mary College
Johns Hopkins University/Applied Phys Lab	Mount Saint Vincent University
Kansas State University	Neosho County Community College
Kennesaw State University	New Mexico State University
Kwantlen Polytechnic University	Newport News Public Schools
Lake Superior College	Normandale Community College
Lakehead University	North Carolina A&T State University
Lancaster Bible College	North Carolina State University
Lee College	North Georgia College & State University
Longwood University	North Hennepin Community College
Loudoun County Public Schools	North Park University
Louisiana State University	Northampton Community College
Luther College	Northern Alberta Institute of Technology
McGill University	Northern Arizona University
McMaster University	Northern Illinois University
Medical College of Wisconsin	Northern Lakes College
Medical University of South Carolina	Northern Michigan University
Meredith College	Northern Wyoming Community College District
Mesabi Range Community & Technical College/Eveleth	Northland Community & Technical College/EGF
Mesabi Range Community and Technical College	Northland Community & Technical College/TRF
Metropolitan Community College/Kansas City	Northwest Technical College/Bemidji
Metropolitan State University	Occidental College
Miami University	Ohio State University/Housing
Middle Georgia College	Ohio Wesleyan University
Minneapolis Community and Technical College	Oklahoma City Community College
Minnesota State College/moorhead	Oregon Health and Science University
Minnesota State College-Southeast Technical/Redwing Campus	Palm Beach Atlantic University
Minnesota State College-Southeast Technical/Winona Campus	Patrick Henry College
Minnesota State Community & Technical College/Detroit Lakes	Pepperdine University
Minnesota State Community & Technical College/Fergus Falls	Philadelphia University
Minnesota State Community & Technical College/Moorhead	Pine Technical College
Minnesota State Community & Technical College/Wadena	Portland State University
	Principia College
	Purdue University/Housing
	Queen's University
	Rainy River Community College
	Rhode Island School of Design

Ridgewater College	University of Arkansas for Medical Sciences
Ridgewater College/Hutchinson	University of British Columbia
Riverdale Country School	University of Calgary
Riverland Community College/Albert Lea	University of Cincinnati
Riverland Community College/Austin	University of Colorado/Boulder
Riverland Community College/Owatonna	University of Colorado/Colorado Springs
Robert Morris University	University of Florida
Roberts Wesleyan College	University of Georgia
Rochester Community & Technical College	University of Guelph
Rochester Institute of Technology	University of Hartford
Ryerson University	University of Hawaii/Manoa
Saginaw Valley State University	University of Houston/Clear Lake
Saint Cloud State University	University of Illinois/Urbana-Champaign
Saint Cloud Technical College	University of Kansas
Saint Louis University	University of Kentucky
Saint Mary's College/Maryland	University of Kentucky/Physical Plant
Saint Mary's University/Canada	University of La Verne
Saint Paul College	University of Lethbridge
Salt Lake Community College	University of Maine/Orono
Sam Houston State University	University of Manitoba
Samford University	University of Mary Washington
San Diego Community College District	University of Maryland/Baltimore
San Diego State University	University of Memphis
San Jose State University	University of Michigan/Ann Arbor
San Mateo County Community College Dist	University of Michigan/Dearborn
Simon Fraser University - Burnaby	University of Michigan/Flint
Sinclair Community College	University of Michigan/Housing
Skirball Cultural Center	University of Minnesota/Twin Cities
Slippery Rock University	University of Montana/Missoula
Smithsonian Institution	University of Montreal
Soka University of America	University of Nebraska/Kearney
Sonoma County Junior College	University of Nebraska/Lincoln
District/Santa Rosa Junior College	University of Nebraska/Omaha
Sonoma State University	University of Nevada/Las Vegas
South Central College/Faribault	University of New Brunswick/Fredericton
South Central College/Mankato	University of New Mexico
South Dakota State University	University of North Carolina/Chapel Hill
South Georgia College	University of North Carolina/Charlotte
South Texas College	University of North Carolina/Greensboro
Southwest Minnesota State University	University of North Carolina/Wilmington
SSC Service Solutions	University of North Dakota
St. Francis Xavier University	University of North Florida
SUNY College/Albany	University of Oklahoma
SUNY College/Geneseo	University of Ontario Institute of Technology
SUNY College/Stony Brook	University of Ottawa
Texas State University/San Marcos	University of Pennsylvania/Philadelphia
The City University of New York	University of Prince Edward Island
The Ohio State University	University of Regina
The Samuel Roberts Noble Foundation	University of Richmond
Trinity International University	University of Saskatchewan
Tufts University	University of South Alabama
Tulsa Community College	University of South Dakota
Union College	University of Southern California
United States Coast Guard Academy	University of Tennessee/Knoxville
University of Alabama/Birmingham	University of Texas/Arlington
University of Alberta	University of Texas/Austin

University of Texas/Dallas	Vanderbilt University
University of Texas/San Antonio	Vermilion Community College
University of Toronto	Villanova University
University of Tulsa	Virginia Military Institute
University of Utah	Wake Forest University
University of Victoria	Washington & Lee University
University of Virginia	Washington and Jefferson College
University of Washington	Washington State University
University of Waterloo	West Valley Mission Community College
University of West Georgia	District
University of Western Ontario	Western Carolina University
University of Windsor	Western Illinois University
University of Wisconsin/Baraboo	Western Michigan University
University of Wisconsin/Barron	Western Washington University
University of Wisconsin/Eau Claire	Wilfrid Laurier University
University of Wisconsin/Fond du Lac	Winona State University
University of Wisconsin/Fox Valley	Xavier University
University of Wisconsin/Green Bay	York University
University of Wisconsin/La Crosse	
University of Wisconsin/Madison	
University of Wisconsin/Manitowoc	
University of Wisconsin/Marathon County	
University of Wisconsin/Marinette	
University of Wisconsin/Marshfield / Wood County	
University of Wisconsin/Milwaukee	
University of Wisconsin/Oshkosh	
University of Wisconsin/Parkside	
University of Wisconsin/Platteville	
University of Wisconsin/Richland	
University of Wisconsin/River Falls	
University of Wisconsin/Rock County	
University of Wisconsin/Sheboygan	
University of Wisconsin/Stevens Point	
University of Wisconsin/Stout	
University of Wisconsin/Superior	
University of Wisconsin/Washington	
University of Wisconsin/Waukesha	
University of Wisconsin/Whitewater	
Utah State University	
Valdosta State University	
Valparaiso University	