Key Performance Indicators (KPIs) are quantitative or qualitative measures of the achievements of a research institute or center. The mission of each center should be articulated as a limited set of KPIs for each strategic goal. The center director will report these KPIs in business plans submitted for certification or re-certification. Mission KPIs are summative outcomes measured on a consistent basis across five year business plan cycles. Two types of KPIs are included in consolidated business plans: (1) sponsored research activity, and (2) center-specific indicators. Sponsored research activity KPIs include research expenditure and proposal activity indicators that are uniformly reported for all centers. Center-specific KPIs are distinctive to the specific strategic goals of each center, representing aspects of the mission such as education, scholarship, or outreach.

Sponsored research activity KPIs

University research centers are in part constituted to enhance research activity, and are expected to strive to be self-sustaining through extramural funding. Commensurate with these expectations, four common sponsored research activity KPIs are required for all centers seeking certification or re-certification. Two are related to research expenditures:

1. Annual total direct costs
2. Annual reimbursed indirect costs

All centers use a uniform methodology for identifying or computing these metrics from ODURF Sponsored Activity reports as illustrated below.

The other two are related to proposal activity:

3. Annual total dollar value of proposals submitted
4. Annual number of proposals submitted

The annual dollar value of proposals submitted by enterprise centers or centers with Ledger 1 budgets is reported in Schedule 6 of the ODURF Sponsored Program Activity report. Other centers may count proposals that are related to the center mission and have a constituent member principal investigator or co-investigator.

Center-specific KPIs

Center-specific KPIs are indicators that reflect center performance relative to the unique aspects of its mission. Typically, these indicators will reflect scholarship, education, outreach, social impact, or recognition outcomes. These should be discussed, understood, and supported by the center supervisor and constituent members. Some examples are:

1. Center-supported publications indexed in Web of Science per year
2. Students completing degree program in allied majors per year
3. K-12 teacher-hours of professional development provided per year
4. Continuously maintain ANAB laboratory accreditation
5. Affiliated faculty from other colleges that collaborate on proposals each year
Proposals to certify or re-certify existing centers should report mission KPI metrics for at least three prior years in their business plans. Business plans submitted for initial certification of existing centers are required to report sponsored research activity KPIs. Strong proposals will include a report of center-specific mission KPIs from prior years. At a minimum, business plans submitted for initial certification should identify the center-specific mission KPIs that will be reported moving forward. Reports of both sponsored research activity and center-specific mission KPIs are required in business plans submitted for recertification. New center proposals may include sponsored research activity and center-specific metrics associated with the constituent members identified in the proposal.

KPIs can be useful in terms of guiding the activity of center constituents, soliciting support for center activities, and promoting accountability, but care must be taken in their development, use, and interpretation. Center directors are encouraged to be judicious in the development and use of center-specific KPIs to ensure that they are meaningful to center constituents, practical to measure, and aligned with the strategic goals of the university.

Center supervisors and Faculty Research Advisory Committee members are encouraged to adopt a holistic, balanced, and contextualized perspective when reviewing center performance relative to KPIs. In particular, a myopic focus on sheer quantitative levels on individual mission KPIs can create perverse incentives and a short-term perspective that undermines the quality of the work, thereby militating against long term success.

Computation/identification of sponsored research activity KPIs

Sponsored research productivity metrics are available on Schedule 4 or Schedule 5 (Enterprise Centers) of the ODURF Sponsored Program Activity Reports, which are published once per year at: [http://www.researchfoundation.odu.edu/reports/reports.html](http://www.researchfoundation.odu.edu/reports/reports.html)

Enterprise centers may simply report the data included on the ODURF report. For example, the FY 2016 direct costs for the Applied Research Center were $489,799 and the reimbursed indirect costs were $125,423 (see Figure 1).

Centers that do not have enterprise status can compute their direct and reimbursed indirect costs by summing the figures for constituent investigators on center-related projects. These are tabulated by home department for each investigator in the ODURF report using the traditional allocation formula. Note that some centers may have associated expenditures attributed to more than one department, and some projects for constituent members may not be center related.

Figure 2 shows a mock example for the Center for Accelerator Science, which has constituents in Physics, Computer Science, and Engineering Technology (the example is for illustrative purposes only and is not intended to be complete and accurate). In these cases, costs are summed by investigator for each center-related project as highlighted in the figure.

As appropriate, new center proposals may include summary direct and reimbursed indirect cost metrics from prior projects of faculty who would become constituent members. These would be computed in the same manner as the previous example.
Figure 1. FY 2016 Direct and Reimbursed Indirect Costs: Applied Research Center (Non-traditional Allocation)
Figure 2. Computing Direct and Reimbursed Indirect Costs, Traditional Allocation Interdisciplinary Centers

(mock example for Center for Accelerator Science)

<table>
<thead>
<tr>
<th>PROJECT NUMBER</th>
<th>SPONSORING AGENCY</th>
<th>CENTER PROJECT</th>
<th>CONSTITUENT PROJECTS, NOT CENTER RELATED (hypothetical for illustrative purposes)</th>
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</thead>
<tbody>
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<td></td>
<td></td>
<td></td>
<td>863,539 183,783 Sums of highlighted figures</td>
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Center project