



NPRC Key Performance Indicators (KPIs) and Data Results

Academic Year: 2020-2021 Through 2023-2024, Fiscal Year: 2020-2021 Through 2023-2024

KPI	Definition	Frequency of Data Reported	Party Responsible for Reporting	2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024	
				Results (KPIs not identified prior to 2020-2021 reporting cycle were intentionally left blank.)	Results	Results	Results	
1	% students that are Pell-eligible/AY	# Pell-eligible academic students / total eligible academic students	Annual Non-duplicated Headcount	VPSS (Director FA)	Not applicable at this time	Not applicable at this time	Not applicable at this time	Not applicable at this time
2	% degree-seeking students funded by non-Title IV government agencies (Career Link, WIOA, TAA, OVR, or Other)/AY	# degree-seeking students funded by non-Title IV government agencies / # degree-seeking students in programs approved for funding	Annual Non-duplicated Headcount	VPSS (Director FA)		2.70%	2.94%	3.77%
3	% degree-seeking students awarded institutional aid (tuition waiver and/or textbook voucher)/AY	# degree-seeking students receiving institutional aid / # degree-seeking students	Annual Non-duplicated Headcount	VPSS (Director FA)		74.32%	66.18%	47.17%
4	% early-entry students receiving scholarships/AY	# early entry students receiving scholarship funding (internal or external) / # early entry students	Annual Non-duplicated Headcount	VPSS (Director FA)		0.00%	15.00%	62.50%
5	% degree-seeking students receiving funding/AY	# degree-seeking students receiving any type of financial aid / # degree-seeking students	Annual Non-duplicated Headcount	VPSS (Director FA)		77.03%	75.00%	84.91%
6	% degree-seeking students graduating with no educational debt/AY	# degree-seeking students with no educational loans incurred during attendance at NPRC / # degree-seeking students	Annual Non-duplicated Headcount (when applicable)	VPSS (Director FA)	Not applicable at this time	Not applicable at this time	Not applicable at this time	Not applicable at this time
7	Student loan borrowing rate/AY	# degree-seeking students taking out federal direct loans / # all degree-seeking students	Annual Non-duplicated Headcount (when applicable)	VPSS (Director FA)	Not applicable at this time	Not applicable at this time	Not applicable at this time	Not applicable at this time
8	Student loan default rate/AY	The official Cohort Default Rate (CDR) as calculated by the Department of Education multiplied by the College's Student Loan Borrowing Rate (SLBR)	Annual Non-duplicated Headcount (when applicable)	VPSS (Director FA)	Not applicable at this time	Not applicable at this time	Not applicable at this time	Not applicable at this time
9	% first-generation academic students/AY <i>Definition: A first-generation student is an individual whose parents, or custodial parent if applicable, did not complete baccalaureate degree(s) or higher before the student's 18th birthday.</i>	# first-generation degree-seeking students / # degree-seeking students	Annual Non-duplicated Headcount	VPSS (Registrar)	64.36%	47.16%	64.71%	54.49%
10	% academic students who successfully complete first college-level math course/AY	# students with A,B,C, or D grades in first college-level math (MTH 120, MTH 225, MTH 130) / # students enrolled in those courses	Annual Non-duplicated Headcount	VPSS (Registrar)	82.76%	85.71%	87.50%	83.33%
11	% academic students who successfully complete first college-level English course/AY	# students with A,B,C, or D grades in first college-level English course (ENG 110) / # students enrolled in ENG 110	Annual Non-duplicated Headcount	VPSS (Registrar)	91.89%	64.29%	72.73%	85.25%
12	% academic students concurrently enrolled in first college-level writing course (ENG 110) and ENG support course(s)/AY	(# students enrolled concurrently in ENG 110 and ENG 099 or ENG 095) / # students enrolled in ENG 110	Annual Non-duplicated Headcount	VPSS (Registrar)		67.86%	66.67%	31.15%
13	% academic students concurrently enrolled in first college-level math and math support course/AY	(# students enrolled simultaneously in (MTH 090 or MTH 095) and (MTH 120, MTH 225, or MTH 130) / (# students enrolled in MTH 120, MTH 225, or MTH 130)	Annual Non-duplicated Headcount	VPSS (Registrar)		85.71%	62.50%	33.33%
14	% degree-seeking students who complete an associate degree within 3 AYs of first entry and were enrolled in first college-level writing (ENG 110) or math course with support. <i>Note: Exclude Gannon/NPRC Pilot Program and students with transfer credits. Ex. AY 2019-2020 cohort is reported in AY 2021-2022 KPI Results</i>	# degree-seeking students who complete an associate degree within 3 AYs and whose coursework includes [(ENG 090 and/or ENG 099 or ENG 095 and ENG 110)] and/or [(MTH 090 or MTH 095) and (MTH 120, MTH 130, or MTH 225)] / # degree-seeking students enrolled in [(ENG 090 and/or ENG 099 or ENG 095 and ENG 110)] and/or [(MTH 090 or MTH 095) and (MTH 120, MTH 130, or MTH 225)]	Annual Non-duplicated Headcount	VPSS (Registrar)		18.18%	14.29%	47.06%
15	Academic Student Attendance Rate/ Term <i>Note: P=Present, T=Tardy, H=Holiday, N=No Class, A=Absent, E=Excused Absence</i>	Total # class sessions reported with (P+T+H+N) / Total # class sessions (P+T+H+N+A+E)	Academic Term Duplicated Headcount	VPSS (Registrar)	Fall 2020 = 91.41% Spring 2021 = 91.12% Summer 2021 = 90.05%	Fall 2021 = 85.54% Spring 2022 = 91.10% Summer 2022 = 90.38%	Fall 2022 = 87.49% Spring 2023 = 85.26% Summer 2023 = 92.46%	Fall 2023 = 88.59% Spring 2024 = 89.97% Summer 2024 = 92.49%
16	Academic course mortality rate (F and W grades)/AY	# F and W grades per academic term / # grades earned per academic term	Academic Term Duplicated Headcount	VPSS (Registrar)	Fall 2020 = 10.62% Spring 2021 = 13.98% Summer 2021 = 12.50% 2020-21 results for Cumulative Academic Year not reported	Fall 2021 = 31.75% Spring 2022 = 17.68% Summer 2022 = 10.26% Academic Year 2021-22 = 22.92%	Fall 2022 = 18.64% Spring 2023 = 17.68% Summer 2023 = 11.11% 2022-23 Academic Year = 17.51%	Fall 2023 = 18.14% Spring 2024 = 12.77% Summer 2024 = 15.28% 2023-24 Academic Year = 15.23%
17	Perseverance/AY <i>Institutional Definition: Perseverance is enrollment in two or three terms within any three-term sequenced set. Ex. 1: A student who enrolls in class in Spring 2021 and Fall 2021 perseveres because they attended two terms within a three-term set that includes spring, summer, and fall of 2022. Ex. 2: A student who enrolls in summer 2020 and spring 2021 perseveres because they enrolled within two terms in a three-term set that includes summer 2020, fall 2020, and spring 2021.</i>	# degree-seeking students who enroll in the subsequent academic term / (# degree-seeking students enrolled in the measured academic term minus students who graduated or transferred, when known)	Annual Non-duplicated Headcount	VPSS (Registrar)		79.22%	63.38%	70.77%
18	Retention (IPEDS)/AY <i>IPEDS Definition: the percentage of first-time degree/certificate-seeking students from the previous fall who either re-enrolled or successfully completed their program by the current fall. This is calculated for both full-time and part-time students. Students' enrollment status is based on their entering fall term. If students enroll in the summer immediately preceding the fall term, students' enrollment status (i.e., part-time or full-time, first-time or non-first-time, degree/certificate-seeking or non-degree/non-certificate-seeking, undergraduate or graduate) should be determined by their fall enrollment (not their summer enrollment).</i>	a) # full-time degree-seeking students who enroll in the following AY Fall / (# full-time degree-seeking students entering in their first Fall minus students who graduated)	Annual Non-duplicated Headcount	VPSS (Registrar)		a) 55.56%*	a) 33.33%	a) 42.86%
		b) # part-time degree-seeking students who enroll in the following AY Fall / (# part-time degree-seeking students entering in their first Fall minus students who graduated)				b) 50.00%*	b) 60.00%	b) 71.43%
19	Retention (Institution)/AY <i>Institutional Definition: Retention is having a degree-seeking student continue enrollment from one academic year to the next academic year in at least one term, thus maintaining their catalog of record. Note: Enrollment in at least one academic term in consecutive AYs.</i>	# degree-seeking students who enroll in any academic term in the following AY / (# degree-seeking students enrolled in any academic term in the previous AY minus students who graduated or transferred, when known)	Annual Non-duplicated Headcount	VPSS (Registrar)	61.84%	70.21%*	59.02%	66.10%
20	% certificate or associate degree program graduates reporting post-graduation employment or continuation of educational pursuit at another IHE/AY <i>Ex: AY 2019-2020 graduate cohort reported in AY 2021-2022 KPI Results</i>	# graduates employed within the first 12 months of graduation + # of graduates who report continuation of educational pursuit / # graduates	Annual Non-duplicated Headcount	VPSS (Registrar)		100.00%	62.50%	66.67%

21	Transfer rate for students who do not return from one academic year to the next/AY	# degree-seeking students who do not return and self-report transfer to another IHE / (# degree-seeking students - # graduates)	Annual Non-duplicated Headcount	VPSS (Registrar)		Data not available at the time of this report. This information will be captured beginning the 2022-23 academic year.	Data not available at the time of this report. NPRC is not currently eligible to participate in the National Student Clearinghouse. Results delayed until participation is granted.	Data not available at the time of this report. NPRC is not currently eligible to participate in the National Student Clearinghouse. Results delayed until participation is granted.
22	Transfer rate for graduates/AY	# graduates who self-report continuation of educational pursuit at another IHE / # graduates	Annual Non-duplicated Headcount	VPSS (Registrar)		28.57%	33.33%	12.50%
23	Articulation Agreements/AY	# articulation agreements with IHE	Annual	VPSS (Registrar)		2	2	3
24	Prior Learning Credit Agreements with Area School Districts/AY	# prior learning credit agreements with secondary school entities	Annual	VPSS (Registrar)		6	7	7
25	Dual Enrollment Agreements with Area School Districts/AY	# dual enrollment agreements with area school districts	Annual	VPSS (Registrar)		7	15	18
26	Average # terms to completion of an associate degree/AY	Sum of # terms of enrollment for all degree-seeking students who complete an associate degree, excluding summer / # graduates	Annual Non-duplicated Headcount	VPSS (Registrar)		Associate Degree = 5 Certificate = 4	Associate Degree = 6 Certificate = 3	Associate Degree = 6 Certificate = 4
27	% degree-seeking students who complete 30 or more credit hours/AY	# degree-seeking students who complete ≥ 30 credit hours in an AY / # of degree-seeking students	Annual Non-duplicated Headcount	VPSS (Registrar)		7.14%	5.88%	0.94%
28	% Full-Time degree-seeking students/AY Note: Excludes summer terms	(# degree-seeking students enrolled in ≥ 12 credit hours in fall + # degree-seeking students enrolled in ≥ 12 credit hours in spring) / (# degree-seeking students enrolled in fall + # degree-seeking students enrolled in spring)	Annual Duplicated Headcount	VPSS (Registrar)		26.09%	31.07%	20.00%
29	(a) Full-Time Equivalency (FTE)/Year Note: Definition updated for 2022-2023 reporting cycle	(a) i. (IEPDS) Total number of credit hours of enrollment per fiscal year/30 ii. (Institution) Total number of credit hours of enrollment per academic year/30	(a) Annual Duplicated Headcount	VPSS (Registrar)		(a) 72.87 2021-22 results are sum of total FTE per term in the Academic Year	(a) i. 40.87 ii. 38.50	(a) i. 58.63 ii. 58.33
	(b) Full-Time Equivalency (FTE)/Term	(b) Total credit hours of enrollment / 15 credit hours	(b) Academic Term Non-duplicated Headcount			(b) Fall 2021 = 35.93 Spring 2022 = 29.6 Summer 2022 = 7.33	(b) Fall 2022 = 35.00 Spring 2023 = 35.27 Summer 2023 = 6.73	(b) Fall 2023 = 47.33 Spring 2024 = 55.67 Summer 2024 = 14.27
30	Academic headcount (duplicated)/AY	Sum of # academic students enrolled per academic term	Annual Duplicated Headcount	VPSS (Registrar)		160	166	264
31	% academic students in good standing/Term	(# students with satisfactory academic progress, academic warning-good standing, or Dean's List) / # students enrolled in academic term	Academic Term Non-duplicated Headcount	VPSS (Registrar)		Fall 2021 = 88.06% Spring 2022 = 89.83% Summer 2022 = 95.24%	Fall 2022 = 78.83% Spring 2023 = 80.88% Summer 2023 = 95.83%	Fall 2023 = 84.00% Spring 2024 = 85.34% Summer 2024 = 89.58%
32	% graduates starting and finishing with NPRC/AY	(# graduates who started with NPRC or Gannon/NPRC pilot Program) / # graduates	Annual Non-duplicated Headcount	VPSS (Registrar)		64%	80.00%	50.00%
33	Academic course evaluation participation rate/Term	# academic course evaluations submitted / total enrollment in academic courses	Academic Term Duplicated Headcount	VPSS (Registrar)		Fall 2021 = 76.00% Spring 2022 = 75.94% Summer 2022 = 80.56%	Fall 2022 = 66% Spring 2023 = 69% Summer 2023 = 25%	Fall 2023 = 58.29% Spring 2024 = 53.97% Summer 2024 = 18.46%
34	Academic Student Experience Survey participation rate/Term	# of Student Experience Surveys submitted / # academic students enrolled in term	Academic Term Non-duplicated Headcount	VPSS (Registrar)		Fall 2021 = 73.33% Spring 2022 = 83.64%	Fall 2022 = 59% Spring 2023 = 76%	Fall 2023 = 81.91% Spring 2024 = 80.19%
35	% certifications earned by WFD students enrolled in certificate-culminating programs/AY	# students who earn certification correlated to culminating NPRC WFD course completed (such as CDA, CDL, EMT) / # of students enrolled in certification preparation programs	Annual Duplicated Headcount	VPWFD (Director of WFD)		16.67%	CDL= 97%; EMR= 67%; EMT= 69% EMR/EMT based on current credentials completions. Students have 2 years to receive a credential after course completion. CDA credential record unable to be obtained.	CDL = 100%; EMR = 25%; EMT = 41% EMR/EMT based on current credentials completions. Students have 2 years to receive a credential after course completion. CDA credential record unable to be obtained.
36	% students enrolled in company-sponsored WFD courses/FY	(# students enrolled in customized courses + # students funded through employer for WFD courses) / # WFD students	Annual Duplicated Headcount	VPWFD (Director of WFD)		Fall 2021 = 62.65% Spring 2022 = 75.27% Summer 2022 = 100%	72% 2022-23 results reported by fiscal year based on class start date. 2021-22 results reported by term in student information system.	27.46% (excludes customized courses that were not company-sponsored)
37	% students who increase credit hours from ≤ 7 credit hours in first AY to ≥ 9 credit hours in second AY/AY Ex. AY 2020-2021 Cohort reported in AY 2021-2022 Note: Excludes summer terms	# students who average ≤ 7 credit hours/term enrolled during their first AY who average ≥ 9 credit hours/term during their second AY / # students in cohort	Annual Non-duplicated Headcount	VPSS (Registrar)		0%	25.00%	7.14%

38	(a) Academic classroom utilization rate/AY	Average # classrooms used per instructional location at census for academic courses	(a) Annual	VPA (Instructional Designer)	See Appendix B KPI #43, #44, #45	1.2	1.22	
	(b) Academic classroom utilization rate/Term Note: One data point per instructional location for (a) and (b)		(b) Academic Term			Fall 2022 = 1.25 Spring 2023 = 1.25 Summer 2023 = 1.11	Fall 2023 = 1.32 Spring 2024 = 1.19 Summer 2024 = 1.14	
39	(a) Instructional location usage rate for academic courses/AY	(a) # instructional locations with > 1 student enrolled at census / # instructional locations	(a) Annual	VPA (Instructional Designer)	See Appendix B KPI #43, #44, #45	Fall 2022 = 19 Spring 2023 = 18 Summer 2023 = 12 Academic Year = 16.22	Fall 2023 = 12 Spring 2024 = 12 Summer 2024 = 5 Academic Year = 9.67	
	(b) Instructional location usage rate for academic courses/Term	(b) # instructional locations with ≥ 5 students enrolled at census / # instructional locations	(b) Academic Term			Fall 2022 = 5 Spring 2023 = 5 Summer 2023 = 1 Academic Year = 3.67	Fall 2023 = 5 Spring 2024 = 5 Summer 2024 = 0 Academic Year = 3.33	
40	(a) Academic student to proctor ratio at each instructional location/AY	Sum of # enrolled students across all academic courses offered in each day/time slot at an instructional location / # day/time slots with enrollment at an instructional location	(a) Annual	VPA (Instructional Designer)	See Appendix B KPI #43, #44, #45	0.73	1.98	
	(b) Academic student to proctor ratio at each instructional location/Term Note: One data point per instructional location for (a) and (b) Ex: Day/Time Slot = MW 3:30-4:50		(b) Academic Term			Fall 2022 = 0.67 Spring 2023 = 0.65 Summer 2023 = 0.88	Fall 2023 = 1.86 Spring 2024 = 1.75 Summer 2024 = 2.33	
41	(a) % applications completed by stealth applicants/AY (b) % incomplete applications initiated by stealth applicants/AY Definition: Stealth applicants are applicants who have not been in contact with student services staff and have applied independently.	(a) # academic stealth applicants who complete the application / # completed applications (b) # academic stealth applicants who do not complete the application / # incomplete applications	Annual Non-duplicated Headcount	VPES (Director of Marketing and Public Relations/Registrar)	27.07% 90.00%	(a) 54.86% (b) 100%	(a) 13.75% (b) 100%	
42	Admissions Conversions-Academic (Recruitment Standpoint)/all classifications are measured within same AY Note: Prospects for (b) include those from (a) and individuals entered directly as prospects.		Annual Non-duplicated Headcount	VPES (Director of Marketing and Public Relations/Registrar)	(a) 5.01%	Recruitment status Prospect and Lead were combined for the 2022-23 AY. Recruitment process and statuses are currently under revision.		
	(a) % leads converted to prospects	(a) # prospects / # leads				(b) 13.33%	3.30%	22.33%
	(b) % prospects converted to applicants	(b) # prospects that completed applications / # prospects				(c) 59.4%	56.25%	62.20%
	(c) % completed applications converted to accepted/admitted	(c) # accepted/admitted / # complete applicants				(d) 77.22%	75.31%	81.77%
	(d) % accepted/admitted converted to registered	(d) # registered / # accepted/admitted				(e) 85.07%	95.08%	80.41%
	(e) % registered converted to enrolled students	(e) # enrolled students at start of term / # registered				(f) 92.98%	87.93%	88.24%
	(f) % enrolled at census	(f) # enrolled students at census / # enrolled students at start of term						
43	% academic faculty participating in Faculty Development Day (FDD)/AY Note: including full-time and part-time faculty	# academic faculty who participate in at least one FDD / # academic faculty who instruct at least one course during the AY	Annual Non-duplicated Headcount	VPA (Academic Directors)	68.90%	59.26%	76.76%	51.43%
44	% academic faculty participation in external professional development/AY Note: including full-time and part-time faculty Definition: External professional development experiences include, but are not limited to, conferences, webinars, seminars, and courses for continuing education or academic credit.	# academic faculty who participate in at least one external professional development experience / # academic faculty who instruct at least one course during the AY	Annual, Non-duplicated headcount	VPA (Academic Directors)		100%	30.30% Of 33 full-time and part-time faculty with 10 respondents to the request for information. 2021-2022 results included only full-time faculty.	31.43%
45	Application Conversion Rate/AY	# clicks on the application / # completed applications	Annual, Non-duplicated headcount	VPES (Director of Marketing and Public Relations/Registrar)	17.03%	44%	22.46%	Data unavailable for the 2023-2024 academic year due to change in admissions application platform.
46	% workforce development students who receive external funding/FY	# workforce development students who receive external funding / # workforce development students	Annual, Duplicated headcount	VPWFD (Director of WFD)	76.19% 2020-21 results reported by Academic Year based on class start date.	Fall 2021 = 86.75% Spring 2022 = 98.57% Summer 2022 = 100% 2021-22 results reported by term in student information system.	89% 2022-23 results reported by fiscal year based on class start date.	95%
47	WFD course evaluation participation rate/FY	# WFD course evaluations submitted / total enrollment in WFD courses	Annual, Duplicated headcount	VPWFD (Director of WFD)		Data not collected consistently and systematically. Process development in progress.	33%	31%
48	(a) WFD in-region duplicated headcount /AY	(a) total enrollment in WFD by students whose physical living address is within NPRC's service region	Annual, Duplicated headcount	VPWFD (Director of WFD)		(a) 227 - In Region	(a) 268 In-Region	(a) 393 In-Region
	(b) WFD out-of-region duplicated headcount/AY	(b) total enrollment in WFD by students whose physical living address is outside of NPRC's service region				(b) 161 - Out-of-Region	(b) 58 Out-of-Region (143 unknown address)	(b) 26 Out-of-Region (171 unknown address)
49	WFD program or course completion rate/AY	(# WFD students who successfully complete a WFD course + # WFD students who successfully complete a WFD program) / # WFD students enrolled	Annual, Duplicated headcount	VPWFD (Director of WFD)	97%	98%	98%	
50	# of WFD programs or courses per 1000 labor force participants for each county in service region/AY Note: One data point per county in service region, expressed as ratio Ex: County A: 12 WFD courses offered in County A / 34 (thousand labor force participants who reside in County A) = 0.35	(# WFD programs + # WFD courses) / labor force participants who reside in a county within the service region (in thousands)	Annual	VPWFD (Director of WFD)	See Appendix A - KPI #42	Cameron= .58; Crawford= 0; Elk= 1.5; Erie= .15; Forest= 0; McKean= .07; Potter= 0; Tioga= 0; Venango= 0; Warren= 1.77	Cameron= 1.05; Crawford= 0.29; Elk= 2.04; Erie= 0.12; Forest= 0; McKean= 0.55; Potter= 0; Tioga= 0.48; Warren= 0.87	

51	Website page view conversion rate/AY	# of form submissions / page views	Annual	VPESS (Director of Marketing and Public Relations)		0.002	0.002	0.002	
52	% grants awarded/FY	# grants / # grant applications submitted	Annual	VPESS (Advancement Coordinator)		66.67%	0	45%	
53	% institutional revenue from grants/FY	Grant funding amount awarded / annual operating budget revenue	Annual	VPESS (Advancement Coordinator)		4.77% (unaudited)	Not applicable	0.40%	
Advancement / FY									
54	(a) % annual revenue from gifts received-restricted funds	(a) Gifts received-restricted funds / total advancement funds received	Annual	VPESS (Advancement Coordinator)		97.32%	36%	79%	
	(b) % annual revenue from gifts received-unrestricted funds	(b) Gifts received-unrestricted funds / total advancement funds received				2.68%	64%	21%	
	(c) % employees who donate to college annually (FT and PT permanent employed for ≥ 50% FY)	(c) # employees (FT and permanent PT) who donate to college / # employees (FT and PT permanent)				Not applicable at this time	83%	96%	
	(d) % trustees who donate to college annually	(d) # trustees who donate to college / # trustees				Not applicable at this time	29%	46%	
	(e) New donors acquisition growth rate	(e) # new donors / # donors				75%	29.41%	78%	16%
	(f) Donor retention rate	(f) # donors who give during a FY who also give in the subsequent FY / # donors who give during a FY				31%	46.67%	30%	90%
Note: Annual advancement revenue includes revenue from all advancement sources									
55	Net promoter score Definitions: (a) A Promoter is an individual who reports having a positive perception or opinion of NPRC and its mission as reported on a perception study conducted by an independent provider. (b) A Detractor is an individual who reports having a neutral, negative, or no perception or opinion of NPRC and its mission as reported on a perception study conducted by an independent provider. Note: As determined by Perception Study	% promoters - % detractors	Annual First Conducted Spring 2022	VPESS (Director of Marketing and Public Relations)		-27%	-6%	Net promoter score not available for the 2023-2024 academic year.	
56	% staff participation in external professional development experiences/FY Note: Include those employed for ≥ 50% of FY	Participants in at least one external professional development experience / (# non-faculty FT and PT permanent employees and WFD FT instructors)	Annual, Non-duplicated headcount	VPFO (Director of HR)	76.74%	77.00%	97%	100%	
57	% staff participation in internal professional development experiences/FY Note: Include those employed for ≥ 50% of FY	Participants in at least one internal professional development experience / (# non-faculty FT and PT permanent employees and WFD FT instructors)	Annual, Non-duplicated headcount	VPFO (Director of HR)		100%	100%	100%	
% annual operating budget/FY spent on									
58	(a) Program (Instructional)	(a) Program (Instructional) Expenses / Total Expenses	Annual	VPFO (Director of Business Operations)		76.1% (audited)	76.8% (audited)	77.6% (unaudited)	71.93% (unaudited)
	(b) Administrative	(b) Administrative Expenses / Total Expenses				22.4% (audited)	22.4% (audited)	20.8% (unaudited)	27.32% (unaudited)
	(c) Fundraising	(c) Fundraising / Total Expenses				1.5% (audited)	0.8% (audited)	1.6% (unaudited)	0.75% (unaudited)
Note: Each category is divided by total expenses to obtain comparative percentages.									
*Addendum: #19 updated from 42.86% to 50.00% 10.11.2022 *Addendum v002: #19 definition updated, full-time retention updated to 55.56%, part-time retention updated to 50.00%. #20 definition updated and updated from 59.74% to 70.21% 10.20.2022									