SJVCi Shared Services Agreement Measure Map

The Shared Services Agreement in place between Ember Education and each SJVCi College includes a list of service areas by functional department. The colleges and Ember Education periodically assess the effectiveness of these services using objective measures. These measures, including methodology and targets, are published in the EE Strategic Balanced Scorecard or EE Operational Dashboard.

Some measures are directly related to a specific service area, while others are summative across several services and mapped to the department generally. Some specific service areas may have more than one measure. The following map indicates the relationship between service areas and measures, as well as the location of each measure.

Legend: EE Strategic Balanced Scorecard (green) · EE Operational Dashboard (blue)

Service Area	Measure	Location	Description
Human Resources			
Talent Acquisition	Balanced TA KPIs	Scorecard	Weighted measure including: time to hire, # days to first candidate interview, # interviews for roles open > 45 days
	Stakeholder Satisfaction	Scorecard	Weighted measure including survey results for: hiring managers, new hires, and candidates
Employee Benefits			
Payroll Administration	Paycheck processing	Dashboard	Payroll processed on time
Labor Law Compliance			
Investigation and Dispute Resolution			
HRIS Technical Structure and Resources			
Compliance and Regulatory Affairs	CRA Institutional Service Levels	Scorecard	Weighted measure of: work product and response time to institutional CRA requests, queue response time, satisfaction of college leadership
Graduate Employment Verification	Effective QA for Admissions & Placement	Scorecard	Threshold exception rate for admissions compliance activities and placement verification
Admissions Quality Assurance and Compliance Shops			
Consumer Disclosure Publication and Administration			
Federal and State Approvals	Effective Internal Audit Practice	Scorecard	Weighted measure including: # of proactive audits conducted, success rate of audits, corrective actions executed following audit, # college staff trainings provided by CRA
Education Department Regulatory Compliance and Reporting	Institutional Reporting	Scorecard	Timely and accurate submission to regulatory agencies on institutional data and performance measures
Marketing Communications	Balanced Marketing KPIs	Scorecard	Weighted measure including: Website SEO & CRO targets, High Conversion Keyword Impression Share, % paid search spend with zero starts, local marketing activity count, # creative campaigns in trailing 6 months
	Engagement and Access to Marketing	Scorecard	Stakehold satisfaction regarding access and engagement with marketing team
	Marketing Resources	Scorecard	Currency and relevance of resources and promotional materials provided to colleges
Creative and Production			
Web Development			
Organic Search Engine Optimization and Content Creation	Inquiries Sufficient for Start Budget	Scorecard	Inquiry counts, separated by source group and program type, are sufficient to meet start budgets with target inquiry to start conversion
Digital and Traditional Advertising			
Growth and Development	Execution Proposals	Scorecard	# of execution proposals presented to college SLTs
	Revenue from New Sources	Scorecard	% of College Revenue from campuses or programs opened in last 36 months
Research and Analysis			
Institutional and Programmatic Outcomes			
Job Market and Economic Data			
Demographic and Market Data			
Programmatic and Operational Regulatory Standards			
Operational and Financial Models			
Project Management	Effective Project Management	Scorecard	Weighted measure including: SLT Satisfaction rating for project administration and tactical support, success rate (e.g. budget achieved) of GnD launches
	Milestone Achievement	Dashboard	% of controllable project milestones completed on time
Operational Consulting			
Information Systems	Stakeholder Satisfaction	Scorecard	Stakeholder feedback survey score
	Support Tickets	Scorecard	# of support tickets by platform
	Learning Management System	Scorecard	LMS support group SLA - aggregate of impact/priority
	Support Tickets Respose Rate	Dashboard	% of tickets meeting SLA in Ember Ed support group
Database Management	Agent job failures	Dashboard	# of failed jobs within database systems
Enterprise Network Security	Cybersecurity Training	Scorecard	% of users (employee & student) that complete annual cybersecurity training
	Simulation Pass Rate	Scorecard	% of users (employee & student) that fail phishing attack simulation
	Account Security	Scorecard	% of users (employee & student) that have their account compromised in a 12-month period
	Response time	Dashboard	Security specific SLA - 4 hour response
Enterprise Network Infrastructure	Uptime	Dashboard	Uptime % for platforms
Disaster Recovery	Back-ups	Dashboard	Number of fails on quarterly restoration test
Identity Management	Application review	Dashboard	Quarterly audit of IDM system - HR system to IDM
Institutional Reporting	Report Development	Scorecard	# new reports developed in trailing 12 months
	Utilization	Scorecard	# report page hits
	Request Rubric	Scorecard	Average request rubric score of completed requests
	Report Change Requests	Dashboard	Completed on time (due date versus original due date)
Threat Protection	Antivirus coverage	Scorecard	% of on-network computer with current antivirus
Server Administration	College network uptime	Scorecard	Defines uptime % per location
	Server & client windows updates	Dashboard	% of endpoints with up to date Windows updates
Data Integrations	Develop data integrations	Scorecard	Develop new integrations by due date
	Data integrations support ticket	Dashboard	Time to resolve data integrations support ticket
Financial Aid	Remaining Balance to Schedule (RBS)	Scorecard	A/R balance to FA scheduled by Academic Year
Financial Aid Processing	Package QA	Scorecard	First-time pass rate to processing team
	Time to Package	Scorecard	Average package processing time
Compliance Reporting	SFA Audit	Scorecard	Completion of annual SFA audit one-month before due date
Finance and Accounting			
	Timely Forecasts	Scorecard	Updated financial forecasts will be published by the 15th of each month

Enterprise Financial Planning	GnD Models	Provide timely response, return on investment, and payback period on GnD and project modeling
	Project Matrix	Maintain institutional project matrix (LT GnD, ST Qtr spend) for Qtr approvals
Financial Statement Preparation	Monthly reports available	Work days from first of month to prepare monthly reports
	Annual forecast	Work days from first of month to prepare revised annual forecast
Compliance Reporting		
Cash Management		
Accounts Payable		
Fixed Asset Management		
Tax and Compliance Reporting		
Real Estate		
Lease Negotiations	Building leases	Lease Negotiations completed prior to expiration
Lease Administration		
Facility Expansion / Footprint Reduction	Facility projects	Facility expansion, reduction, remodel completed based upon Permit Issuance date
Construction Project Management		
Purchasing & Facilities	Purchase Request Processing	Days from purchase request to order placed
Vendor Selection and Administration		
Request For Proposal and Contract Negotiations		
Capital Purchases	Order fulfillment	Days from approval to fulfillment
Facilities Support		
Facilities Service Desk	Facility tickets	Facilities Ticket Open and Close Time Frame
Contracted Maintenance		
Project Management		
Legal	Control Legal Expenses	Total legal spend actual vs. budget for trailing 12 months
Litigation Administration		
Legal Hold Administration		
Real Property Lease Review		
Contract Preparation		
Contract Review and Legal Sign-off	Affiliation agreements	Response time for affiliation agreement submitted by clinical site
Contract Management		
FERPA Policy Administration		
Title IX Infrastructure Support		
Trademark and Copyright Administration		
Privacy Policy Development and Implementation		
Corporate Governance and Board of Directors Administration		
Multi-state Legal Monitoring		
Pre-lawsuit Employment Litigation and Resolution		
Render Legal Advice and Counsel	Training	Conduct one training per quarter
Global / Meta Ember Education SSA	Ember Ops Dashboard	Weighted measure of Ember service level performance as reported on the Operational Dashboard
	College Satisfaction	Satisfaction levels determined by SLT and College leadership surveys
	Continuous Improvement	Ember Ed strategic initiatives completed / time period