NACRO™

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EXECUTIVE SUMMARY

At its core, a comprehensive academic corporate relations (CR) program has two high-level responsibilities: bring in resources to the university and manage information regarding corporate relationships on campus. The first white paper in 2011 from the Network of Academic Corporate Relations Officers (NACRO)[1] organization on "The Five Essential Elements of a Successful Twenty-First Century University Corporate Relations Program" provided guidelines covering the first responsibility. Here, NACRO presents a follow-up white paper on corporate relations metrics that provides frameworks and tools for assessment of academic CR programs – a key part of the second high-level responsibility.

This white paper is intended for any organization serious about capitalizing on industry's interest in academic institutions for recruitment, research engagements, intellectual capital and expertise, technology licensing, and philanthropy.

> *A CR program has two high-level responsibilities: bring in resources and manage information regarding corporate relationships.*

The paper describes key performance indicators (KPI) that are tied to the business processes of corporate relations, and the core metrics that align with this corporate engagement process (CEP). NACRO places emphasis on metrics that are indicative of meeting the requirements of a defined business process, and on those that are specific, measurable, achievable, realistic, and include a time element (SMART)[2].

Why Devote A White Paper To Academic Corporate Relations Metrics?

The work of university industry relations has changed dramatically in recent years, including the definitions of success, the values placed on economic development, and the emphasis on greater effectiveness. The changes in academic industry relations are described in the Essential Elements white paper, where NACRO identified five major elements characterizing best-in-class CR programs:

1. **Institutional support** for the corporate relations function is articulated by senior administration and university strategy is directly reflected in the structure, mission, and resourcing of the corporate relations office.

2. **The mutual benefits** to both university and corporate partners are the focus of corporate engagement strategies.

3. **The corporate relations program** provides timely, seamless **"one-stop shopping"** to corporate clients, where connection to one university entity triggers connection to all.

4. **Research development is integrated** between the corporate relations office and the Office of Research Administration in order to increase levels of corporate-sponsored research and to facilitate technology transfer.

5. **Cross-campus coordination** on corporate strategy identification, execution, and information-sharing are routine and commonplace.

Along with these changes in paradigm comes the need for assessment that is aligned with the corporate engagement process. While the Essential Elements white paper provides the foundation for a deeper analysis of effective CR functions at universities, it only cursorily addresses the topic of assessment and metrics.

Metrics are valuable tools, which, when used effectively, can help to ensure talent and time are allocated effectively to priority activities, and that those activities focus on achieving the goals of the corporate relations office. We make two major assumptions about CR metrics: (1) more is not better and (2) different metrics will be important to different stakeholders. But what SMART metrics should be used?[3]

Ask a dozen academic CR officers to list all potential metrics of their work and the result would likely be an exhaustive list of nearly 200 measures. Indeed, the Benchmarking Committee compiled such a list. Not surprisingly, "total funds raised per year" topped the list. Impressive, however, was the variety of metrics, which included quantitative, qualitative, outcomes-based, activity-based, short-term, and long-term measures. Since

> *Metrics can help to ensure that talent and time are allocated effectively to priority activities.*

"everything that can be counted does not necessarily count,"[4] the committee organized the nearly 200 metrics into logical groups reflecting the complexities of comprehensive CR functions.

What emerged were two general frameworks for incorporating the metrics that apply to a broad range of academic institutions whether public, private, large, or small: the **Corporate Engagement Process (CEP)** and the **Metrics Pyramid (MP)**.

If the Essential Elements paper provides the underpinnings of high performance offices, this follow-up report aims to define the corporate engagement processes and related metrics, and to provide tools and real-world examples of metrics-based practices of high-performing CR offices.

This white paper first defines the CEPs and metrics that can be customized to an institution and its CR program. We then describe metrics in terms of an MP, or a pyramidal-shaped framework that illustrates (1) the tiers of stakeholders – a reflection of the leadership hierarchy to which the CR program reports; (2) what information is needed to devise strategic corporate engagement, CR program assessment, and team/individual performance; and (3) the information by outcome, activity, and reporting frequency.

Finally, the white paper provides additional tools in the "metrics toolbox" and provides descriptions of several real-world examples of metrics-based CR practices currently in use at some NACRO member institutions. Armed with the frameworks, tools, and best practices described below, academic institutions embracing the principles of the Essential Elements are now poised to see their 21st Century corporate relations offices achieve even greater success.

METRICS FRAMEWORKS

The Corporate Engagement Process

By definition, outcomes-based and quantitative metrics, which answer questions of "how much," are easiest to measure. Qualitative and activity-based metrics are harder to assess and prioritize. One useful way to think about metrics for CR is in terms of the business process that CR professionals support. This is important because it helps identify the core activities of the corporate relations office (CRO). Once you clarify core activities it is then relatively straightforward to define key metrics measuring performance for each activity.

A sample CR business process, the Corporate Engagement Process (CEP), is suggested in Figure 1. This CEP is purposely broad and should be viewed as customizable. In fact, each CR program will no doubt view their CEP a bit differently. Before assessing CR program efficacy, the CEP must first be established and described. The CEP in Figure 1 is based on the assumption that the core CR mission is to develop and build relationships with companies that will bring investments to the university, whether through cash and in-kind gifts, sponsored research, licensing agreements, or other mechanisms of support. We acknowledge the typical academic CR office may be responsible for only some parts of the process. However, the CR program should have a good grasp of the activities in each step in the process, and determine their role in maximizing the efficacy of each step. To this end, defining the CEP, preferably together with internal partners and leadership, is an important first step.

The sample CEP breaks the work into seven major steps. Activities and outcomes for each step can be identified and measured to gauge progress. The steps are described below starting with "building awareness" on the left side of Figure 1.

1. Build Awareness of Academic Programs & Offerings.

In order for companies to engage with a university, they first must be made aware of relevant opportunities and how they can benefit. This is the marketing function of the CR program. Key performance indicators may include measurable things such as traffic through websites, webinar attendance, referrals, and media attention. A key outcome metric for marketing success could also include the number of new inquiries from interested companies.

> *The CR professional can bring breadth to partners' view of the university and highlight capabilities and initiatives.*

The CR professional develops stakeholders' understanding of a company's comprehensive interests and interactions with the university. For internal stakeholders such as university leadership, department chairs, and influential faculty, the CR professional helps maintain a broad view of the corporate relationship, rather than focusing solely on one transaction. External university stakeholders, such as leaders in state and local government, economic development groups, and alumni in industry, can also be great allies in marketing the institution's many strengths. The CR professional can bring breadth to partners' view of the university and highlight new capabilities and initiatives.
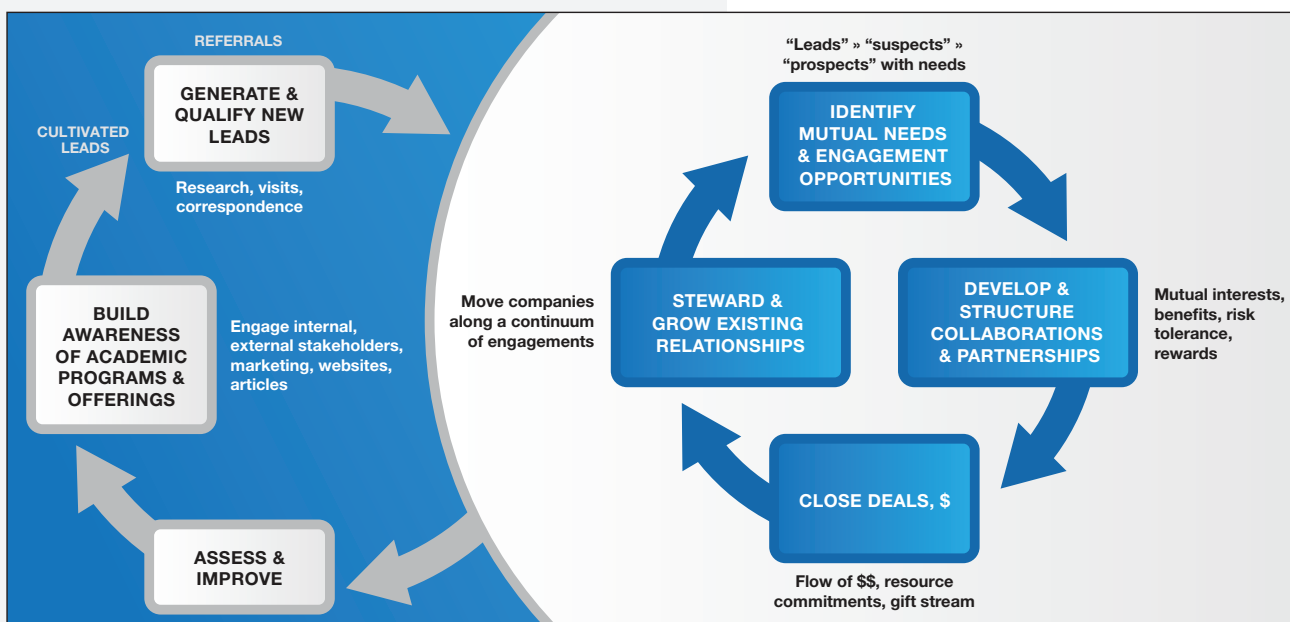

Figure 1
Corporate Engagement Process

2. Generate & Qualify New Leads. Leads may come from internal or external referrals, the evolution of existing partnerships, or from successful marketing and outreach activities. The primary activities worth tracking are related to follow-ups on new leads (background research, correspondence, meetings). The time required to respond to and qualify a new lead may be of interest. The outcomes to measure could include the number of leads per time period, source of leads (providing feedback on relative value of marketing activities), and the number or percent of leads worth advancing to the next stage of engagement.

3. Identify Mutual Needs & Engagement Opportunities. In order to determine how a company and university can best work together, the CR professional identifies a potential match between the company's needs and interests, and the programs and capabilities available at the university. The quality of the match is determined by whether or not the company and university move forward to action-planning and/or negotiation stages. In other words, an outcome metric could be the number and percent of opportunities that move to the next step in the CEP. Trackable activities could include significant touch-points such as site visits to companies, visits to campus, and the number and type of meetings, and roles of participants.

4. Develop & Structure Collaborations and Partnerships. This step is about finding the "win-win" with a motivated company and figuring out the steps and mechanics necessary to "close the deal." What does a win look like for both the university and the company – now and in the future?

What is the role of the CR professional towards developing goals and an integrated strategy? Outcome metrics can track the number of engagements at this stage that move to a close and the time required to finalize them. The percent yield should be significant if the mutual needs of the previous stages have been well-matched to engagement opportunities.

It may not be practical to measure activity for this stage of the CEP. These are likely to vary widely depending on the engagement and involve many university representatives and units. Because the value a company seeks from the university is typically not under the direct control of the CR program, these activities may be challenging to track.

Nonetheless, monitoring the number (or percentage) of proposals that move to the contractual/negotiation stage is valuable and may be indicative of the quality of internal communications and collaborations.

5. Close Deals. The end product of the CR process – the one most valued by university stakeholders and leadership – highlights the economic value of the CR professional to the university. It is, however, rarely the role of CR professionals to negotiate the terms of agreements. Contracts and agreements are generally handled by business offices at the university. The outcomes of deal-making may include the number, dollar value, and trends for corporate gifts, grants, sponsored research, technology transfer, and other support, and whether the support comes from new versus existing relationships. One may choose to quantify the return on investment (ROI) for the CR team and/or monitor the role of CR in bringing deals toward a close.

6. Steward & Grow Existing Relationships. It is a well-known business axiom that it is easier and less expensive to retain existing customers than to acquire new ones. Stewardship activities supporting existing relationships are, therefore, an important CR function. Measures of stewardship activities include correspondence, meetings, and events with companies that are chiefly focused on recognition and appreciation as opposed to soliciting new business. These activities are important for gift-based relationships, but also for sponsored research-based relationships (which might result in gifts from the company at a later time). Outcomes of effective stewardship are signs of evolving growth and strengthening of the relationship with the company.

> *It is easier and less expensive to retain existing customers than to acquire new ones.*

Is their support growing? Are the numbers of touch points with the university increasing? Just as companies tier the universities with which they partner, some universities tier corporate relationships based on criteria reflecting the depth, quality, and value of the relationship. The use of a tiered framework can help assess the evolution of the relationship from year-to-year and provide a handy visual aid for internal discussions. Where they are used, the relationship continua are primarily for internal purposes. An example of a tiered framework is provided in the "Tool Box" at the end of this paper.

7. Assess & Improve. This is the quality control step for the CRO. Continuous learning and improvement are best supported by a deliberate effort to seek feedback. This step may involve surveying both university and company stakeholders, formally or informally, to get feedback on how the company engagement process is working and how it could be improved.

Anecdotal feedback as well as formal survey results can provide useful outcome metrics. And, when new mechanics for a process are implemented, there is an opportunity for assessing improvement from one year to the next. Since there are many internal partners involved in successful deal-making, the changes within the control of the CRO may be limited.

Metrics aligned with each of the seven steps in the CEP in Figure 1 are summarized in Table 1. Again, the CEP should be customized to represent the work in the CR office at each institution. Once the CEP is defined for a particular institution, the process described above will yield a concise set of relevant metrics.

TABLE 1: Summary of the Metrics for Each Stage of the Corporate Engagement Process	
CEP STAGE	**SUGGESTED KEY METRICS**
Build Awareness of Academic Programs & Offerings	• Website traffic • Webinar attendance • Funds spent on advertising specific programs • Number of external events • Number of on-campus events • Number of referrals per time period • Number and quality of engagement activities
Generate & Qualify New Leads	• Sources of leads (referrals versus cultivated) • Follow-up activity on leads • Number of leads advancing to next stage • Yield of new engagements
Identify Mutual Needs & Engagement Opportunities	• Visits to companies • Significant campus visits • Level of university leadership involved • Level of company leadership involved • Number of leads advancing to next stage
Develop & Structure Collaborations & Partnerships	• Number of engagements that move to a close • Complexity and duration of deals
Close Deals	• Time to close deals • Value of deals • Number and type of deals • Trends in number, value, and type of deals over time • Value for new versus existing relationships • Return on CR investment
Steward & Grow Existing Relationships	• Stewardship activities • Trends in level of support • Trends in number of touch points • Company movement through tiered framework
Assess & Improve	• Feedback from companies • Feedback from internal stakeholders • Impact of changes in processes

Once the academic Corporate Engagement Process is documented and the core activities have been defined, clear measurable metrics can be developed to measure and track performance. However, a CEP does not readily illustrate that different metrics will be important to different stakeholders.

For example, the leadership of the university will be mostly interested in a handful of outcome metrics which are reported a few times a year, whereas the manager of the corporate relations team will focus on reports of activity, and with much greater frequency.

The leadership of the organization may be interested in the return on investment, while direct supervisors may be more focused on the tactics used to generate the ROI.

In both reporting cases, the metrics used to assess the efficacy of the corporate relations program and office should be SMART. Metrics reported should represent the work done – and the work done should be purposeful and targeted to achieve desired results.

Thus, it is important to understand to whom, how, and when to report various outcomes and activities. To better prioritize and demonstrate the collection and reporting of metrics, NACRO proposes the use of a **Metrics Pyramid.**

THE METRICS PYRAMID

The tool offered in Figure 2 on the following page provides a useful framework to select, manage, and report SMART metrics to multiple stakeholders across the university. As the name suggests, the metrics are organized in a pyramidal-shaped structure, built on three parameters: (1) stakeholders, (2) activity versus outcome metrics, and (3) reporting frequency. Just like the CEP, the Metrics Pyramid (MP) is intended to be customized to suit each institution.

In the pyramid, stakeholders are tiered to reflect the leadership hierarchy to which the corporate relations program and staff report. Activities and outcome metrics are then aligned with the stakeholders – activities and tactics at the base and quantitative outcome metrics at the top. Notice how the frequency of assessments will likely increase as one descends through the pyramid. At the top, the information may typically be reported annually to the university leadership. It is comprised of quantitative and outcomes-based metrics that typically align with the "Close Deals" step of the CEP. The information at the base of the pyramid is activity-based, reported on several times a year to the immediate supervising leadership, and is required to devise corporate engagement strategies, CR program assessment, and team/individual performance.

The top of the Metrics Pyramid – Making the business case to senior leadership. This houses the metrics that senior university leadership cares most about. The senior leadership at the university consists of both academic and administrative leaders, including Trustees, Presidents, Provosts, Deans, Senior Faculty, Senior Development Officers, and others. These individuals are ultimately responsible for the fiscal and academic success of the university, which includes the university's impact on society as a catalyst for innovation, knowledge transfer and economic development. In a successful CR program the leadership demonstrates their support of relationship-building activities of the CRO, and ultimately these individuals are motivated by direct-outcome metrics.

They want to see the bottom-line and hard evidence, which likely includes at least:

- Total corporate philanthropic support, grants, and gifts and trends
- Total corporate-sponsored research support, start-up activity, technology transfer, and trends
- Number of CEO visits to campus
- Number of senior executives on university/ school boards

Senior leaders want succinct summaries of key metrics and detailed reports at least annually. Reporting should be viewed as an opportunity to demonstrate the value of the CR office, the return on investment for the provided CR resources, the ability to deliver "the goods," and the professionalism the CR team brings to a strategic and responsive corporate relations program. Reports provide quantitative data for assessing progress, identifying performance gaps, and management of leadership expectations. Reporting at this level can be enhanced by recounting relevant cases of recent "C-suite level" engagements and access.

The middle of the Metrics Pyramid – Fostering collaboration with peers. The metrics found in the middle of the pyramid will be valued by the internal peers and partners of the CRO. Organization peers are partners with whom the CRO must collaborate in order to effectively broker the value sought by a company. Internal partners likely include career services, sponsored programs, technology transfer offices, etc.

Figure 2
The Metrics Pyramid

ANNUAL/QUARTERLY OUTCOME REPORTS

MONTHLY/WEEKLY ACTIVITY REPORTS

SENIOR ADMINISTRATION
- Total gifts and trends
- Total sponsored research and trends
- List of top tier companies
- Number of CEO visits to campus
- Number of Senior Executives on university boards

ORGANIZATIONAL PEERS
PLUS...
- Number of corporate site visits
- Number of corporate referrals
- Number of "repeat" engagements

CORPORATE RELATIONS OFFICE
PLUS...
- Number of new corporate contacts in staff/team portfolio
- Number of companies with active advancement plans
- Number of corporate proposal submissions
- Number of stewardship reports
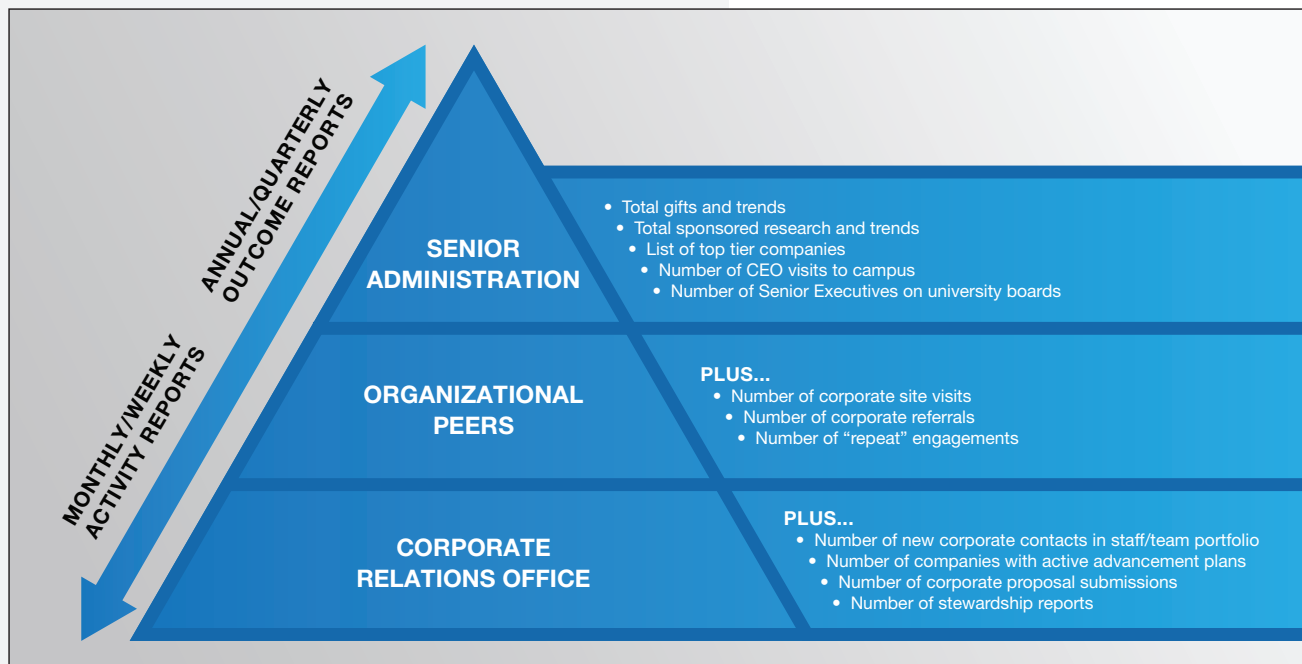
In a successful corporate relations program, there is interdependence and synergy between the CRO and its organization peers – where the whole is greater than the sum of the parts. Given this interdependence, the metrics that rely on mutual activity ought to be co-developed, if possible.

No CR office can close a deal without the active engagement of faculty and other peers across the university.

For example, it is not enough to intuitively understand that Company X's ability to hire top MBAs is a driver for them to fund scholarships on campus; one must state how and why. It is important to note that no CR office can bring in a gift or close a deal without the active engagement of faculty and other peers across the university. Examples of quantitative metrics to share with peers include:

- All of the metrics reported to senior leadership, PLUS…

- Number of corporate site visits, including the visits by companies that consider your school to be a core recruiting campus

- Number of corporate introductions made by the CR Office to colleagues on campus and the number of corporate referrals made to the CR Office

- Number of "repeat" engagements – examples of corporations "coming back" to campus and/or secondary engagements that deepen the relationship

Regular and frequent meetings are an effective means to share tactics and activities towards common goals. This type of sharing will be most effective if done on a monthly or quarterly basis, accompanied by appropriate data. This regular and frequent sharing of information and potential engagements can help to build corporate relationships spanning beyond any one project, school, or faculty member, and help the institution to identify and focus in on its most valuable corporate relationships. A good contact management system can also be an invaluable tool for sharing across campus and providing long-term institutional memory.

The base of the Metrics Pyramid – Managing the work of the Corporate Relations Office. These are the metrics the CRO uses to manage its work and assure a firm foundation for the upper levels of engagement. The CRO will want to track high-level outcomes of interest to the university leadership

(resources) and look for correlations to mid-level metrics (visits and engagements). The CRO should frequently reassess the tactics it uses to implement strategic initiatives designed to increase the flow of corporate support. These metrics should help answer questions such as "What is the right portfolio size and composition?", "Which companies are prioritized?", and "Are they prospects for movement?" This section includes, at least:

- All of the metrics reported to upper sections, PLUS…

- Number of new corporate contacts made and percent likelihood for engagement

- Staff/team portfolio composition and percent success with portfolio companies

- Companies with active advancement plans and percent success of realizing advancement

- Number of corporate proposal submissions, and percent yield

- Number of stewardship reports and events, including feedback received on them

Using the Metrics Pyramid the CR office can develop targeted reports designed both to monitor and identify the most successful activities and outcomes of the office. Regular metrics reviews (weekly, monthly, quarterly, and annually) can help all offices involved in corporate relationships prioritize and sort corporate prospects, ensuring time is spent on the most important/productive tasks – and with the prospects having the most potential.

THE NACRO METRICS "TOOL BOX"

Best Practices

If Thomas L. Friedman, author of The World Is Flat, is correct in saying that students can develop creativity and problem-solving through Best Practices teaching strategies, then corporate relations offices can take a page from this book, and apply it to their activities. NACRO members who work in offices spanning development and research – university-wide and school-based – are repositories of many examples of excellence in CR and assessment of CR activity. Below are three brief examples from NACRO members illustrating best practices in assessing the efficacy of corporate relations. In the interest of advancing the field, we expect NACRO will begin to identify, collect, and post these best practices on its website.

1. Corporate Relations Continuum/Tiering.
NACRO member universities have begun to examine the development of the corporate relationship by establishing tiers of engagement. The goal is not only to define the spectrum of engagement (ranging from limited involvement collaborations to end-to-end strategic alliances), but also to develop a cohesive account management plan allowing relationships to be moved along the spectrum. Below is an example of a relationship continuum; the descriptions align with Figure 3.

- **Tier One – Strategic Partnership.** The relationship has evolved to include significant, ongoing, financial contributions (sponsored research, gifts) meriting central coordination.

- **Tier Two – Broad-based Engagement.** The company is engaged across multiple units in a variety of ways, with company leadership participation.

- **Tier Three – Tailored Partnership.** The company works closely with the university to find value-added opportunities for a deeper relationship; company prefers "one-stop shopping."

- **Tier Four – Managed Relationship.** Only a few points of interest requiring coordination.

- **Tier Five – Single Point of Engagement.** The company is involved in a limited capacity.

2. Data-driven Prospect Management – Corporate Relationship Gauge. One NACRO member university prioritizes prospects systematically because they were successful in formalizing data collection processes. The motivation to restructure data collection involved many internal partners who developed an agreed-upon, standardized process that improved data integrity by using available resources and requiring minimal manual input. The shared burden of data collection and activities enhanced internal collaborations and positioned the university to take maximum advantage of opportunities. The group developed a Corporate Relationship Gauge based on key metrics surrounding the strength of corporate partnerships.

The gauge can be used (centrally and by units) for identifying top companies, locating them along the relationship continuum, and recognizing future prospects. The gauge is also helpful in developing strategic corporate movement plans, and facilitating information sharing across campus.

> *"A candle loses nothing by lighting another candle."*
>
> *- James Keller*
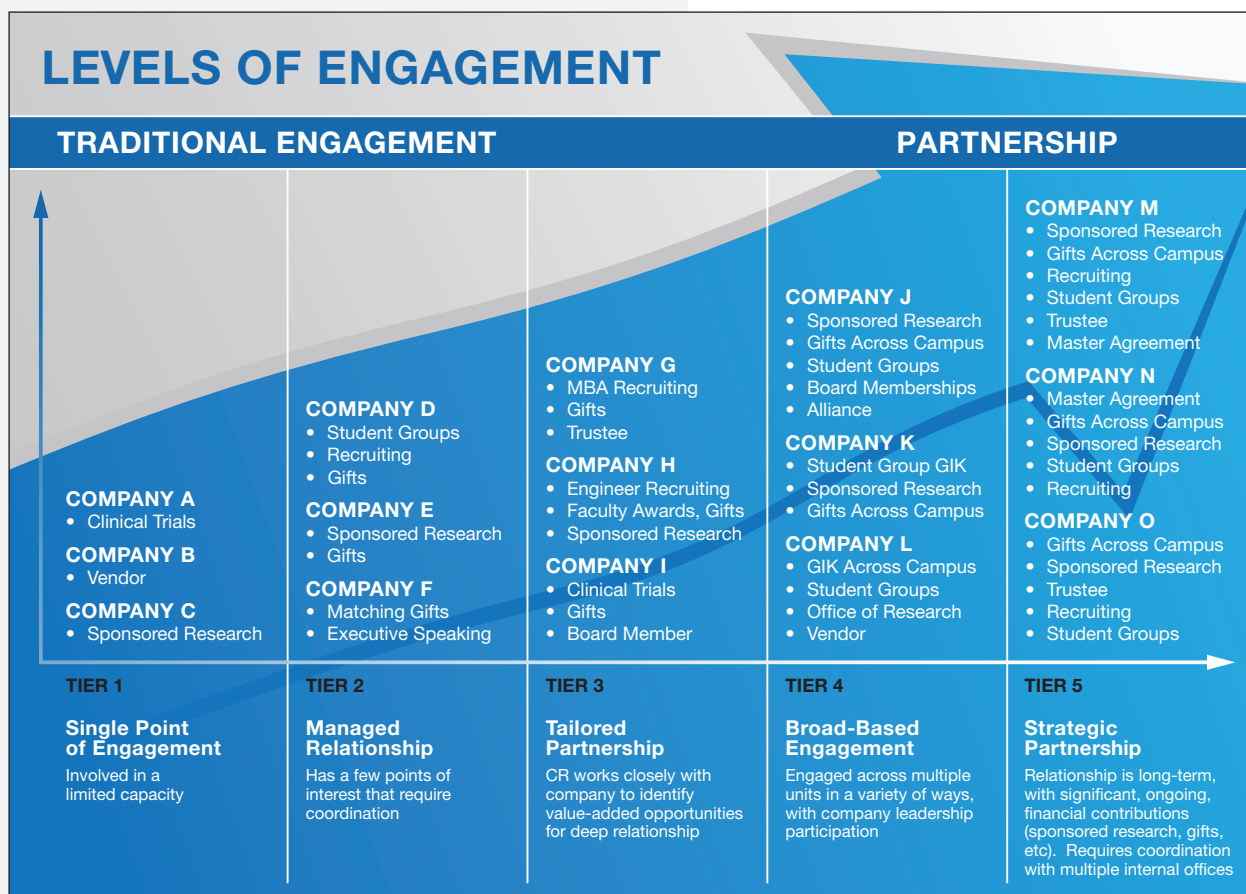
Figure 3
Corporate Relationship Continuum

LEVELS OF ENGAGEMENT

TRADITIONAL ENGAGEMENT			PARTNERSHIP	
COMPANY A • Clinical Trials **COMPANY B** • Vendor **COMPANY C** • Sponsored Research	**COMPANY D** • Student Groups • Recruiting • Gifts **COMPANY E** • Sponsored Research • Gifts **COMPANY F** • Matching Gifts • Executive Speaking	**COMPANY G** • MBA Recruiting • Gifts • Trustee **COMPANY H** • Engineer Recruiting • Faculty Awards, Gifts • Sponsored Research **COMPANY I** • Clinical Trials • Gifts • Board Member	**COMPANY J** • Sponsored Research • Gifts Across Campus • Student Groups • Board Memberships • Alliance **COMPANY K** • Student Group GIK • Sponsored Research • Gifts Across Campus **COMPANY L** • GIK Across Campus • Student Groups • Office of Research • Vendor	**COMPANY M** • Sponsored Research • Gifts Across Campus • Recruiting • Student Groups • Trustee • Master Agreement **COMPANY N** • Master Agreement • Gifts Across Campus • Sponsored Research • Student Groups • Recruiting **COMPANY O** • Gifts Across Campus • Sponsored Research • Trustee • Recruiting • Student Groups
TIER 1	**TIER 2**	**TIER 3**	**TIER 4**	**TIER 5**
Single Point of Engagement Involved in a limited capacity	**Managed Relationship** Has a few points of interest that require coordination	**Tailored Partnership** CR works closely with company to identify value-added opportunities for deep relationship	**Broad-Based Engagement** Engaged across multiple units in a variety of ways, with company leadership participation	**Strategic Partnership** Relationship is long-term, with significant, ongoing, financial contributions (sponsored research, gifts, etc). Requires coordination with multiple internal offices

TABLE 2: Corporate Relationship Gauge		
CATEGORY	**SUBCATEGORY DETAILS**	**WEIGHT**
Philanthropic Giving	Prior Fiscal Year Giving	10%
	Prior 3-year Average Giving	10%
	Lifetime Giving	10%
Sponsored Programs	Prior Fiscal Year Research	10%
	Prior 3-year Average Research	10%
	Lifetime Research	10%
Recruiting	Total Alumni	5%
	VP and Higher Alumni	5%
	Hires and Co-ops	10%
Evaluation from Leadership	Prospect manager and/or leadership from key stakeholders. This may take into account geography, past partnering, or other factors not already included.	10%
Master Research Agreement (MRA)	Signed/active	5%
National Ranking	Forbes 500 List (revenues)	5%
Total		**100%**

3. Stewardship Reporting – Key Reports of Support and Involvement.

Part of one member's university overall stewardship strategy, these are brief documents (about 10 pages) summarizing the relationships between the university and top partner companies, with a goal toward cultivating sustained support.

Each report contains information capturing significant events and interactions during the previous academic year, including:

- Message from the President – presents a central theme and expresses thanks for support.
- Engagement Summary – provides giving, research, and alumni hiring data in a 1-page table.
- Research Activity – shows lifetime research investment, research projects awarded in the last fiscal year, and master research agreements (MRA) (if applicable).
- Recruiting Impact – shows number of hires, interns, and co-ops.
- Contacts – identifies university/company staff that connected during the year.

- Involvement – identifies key touch points at all levels within the respective corporate hierarchy; this information is culled from the contact database.
- Plans – identifies goals/strategies for the coming year(s).
- Planning Calendar – shows visits planned, recruiting activities, sporting events, and other opportunities to get involved on campus.
- University Background – historical information and recent achievements.

There are several reasons to create such extensive reports. The report provides a forum to re-cap events, collaborations, and accomplishments of the previous year; it allows for standardization and reaffirmation of understandings; it shows the full depth and breadth of the relationship; and it lays out future plans, including cultivation of gifts and other support.

The report also reflects university strategies and goals, success in achieving goals, and may ultimately result in securing sustained support for the university. The document is particularly valuable for complex engagements where there is often no single person at the university or company who understands the entire relationship and all the touch points.

The primary audience for the Key Report is the group of executive-level representatives and campus managers at each company who coordinate the company's efforts on campus. In addition, reports are made available to all appropriate faculty and staff to help guide future collaborations.

Metrics Database and Other Tools and Resources
As discussed in the Executive Summary, the Benchmarking Committee developed a list of nearly 200 unique metrics that can be used to measure efficacy. That complete list, with several categorization options, along with other tools and resources is available at **NACROcon.org**.

SUMMARY & CONCLUSIONS

Peter Drucker's familiar comment, "What gets measured gets managed," highlights the importance of metrics in any work environment. Indeed, metrics are an important means to catalyze activity in any organization. People like to know how progress and success are measured and they will work hard to meet defined goals. It is, however, critical to select the right metrics to catalyze the right activities. So, what exactly should you measure?

> *"What gets measured gets managed."*
>
> *- Peter F. Drucker*

This white paper attempts to answer this question as it relates to corporate relations work at research universities. It is not hard to come up with things that you could measure, but how do you identify the most important metrics worth tracking to gauge the success of your CR efforts? This white paper proposes two simple and customizable frameworks.

The Corporate Engagement Process helps define the mission-critical metrics tied to the core business process for the CR office. The Metrics Pyramid helps to determine the proper audience and reporting frequency for CR metrics. When implemented, the two frameworks together, lead to a set of business-critical CR metrics and guidance on reporting them to relevant audiences with appropriate frequency.

NACRO recommends customizing these frameworks to each institution as a revealing way to define a metrics process. Once a solid set of worthwhile metrics has been defined, they can be used to create valuable tools and reports to better understand and manage company relationships.

Finally, this paper provides real-world examples from NACRO member institutions of metrics-based practices with the intention of encouraging good and measurable corporate relations practices by any institution of higher learning.

REFERENCES

[1] The Network of Academic Corporate Relations Officers (NACRO) organization was founded in 2007 by corporate relations professionals from research universities nationwide. Members come from approximately 150 academic research institutions across the US, Canada, and beyond. Their goal is to provide professional development opportunities and best practices in developing mutually beneficial academic-industry relationships to members. NACRO is positioned to define common language and metrics for institutional peer comparison. The benchmarking committee is charged with surveying the membership, collecting information, and providing analysis that informs the best practices and common language in the CR profession.

[2] Doran, G. T. (1981) "There's a S.M.A.R.T. way to write management's goals and objectives." *Management Review,* Volume70, Issue 11(AMA FORUM), pp. 35-36.

[3] For instance see: Measuring What Matters, Kenna Barrett, CASE Currents, April 2008, pp.21-24.

[4] Albert Einstein.

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