

Measuring Educational Support Services: University Benchmark Project

Michelle D. Taylor | Senior Research Analyst

National Higher Education Benchmarking Institute

National Higher Education Benchmarking Institute

- Started in 2004 (Johnson County Community College)
 - FIPSE grant - Kansas Study - Cost & Productivity Project
 - Academic Cost per Credit
 - Faculty Workloads
 - Class size
 - National Community College Benchmark Project - NCCBP
 - Balanced Scorecard – Student performance & success measures, Satisfaction & Engagement, HR, Finance, Online, etc
- Expanded in 2012 & 2013
 - Workforce Training Benchmark Project
 - Partnered with NCCET
 - Non-credit continuing education measures
 - Maximizing Resources for Student Success
 - Bill & Melinda Gate Foundation grant
 - Activity-based costing



National Higher Education Benchmarking Institute

- Expanded beyond community colleges in 2016
 - Partnered with American Association of University Professors - AAUP
 - Upgraded data collection system and reporting
 - Ongoing backend management of the website
 - Licensed our benchmarking “software” for a municipality benchmarking project.



The Benchmarking Institute

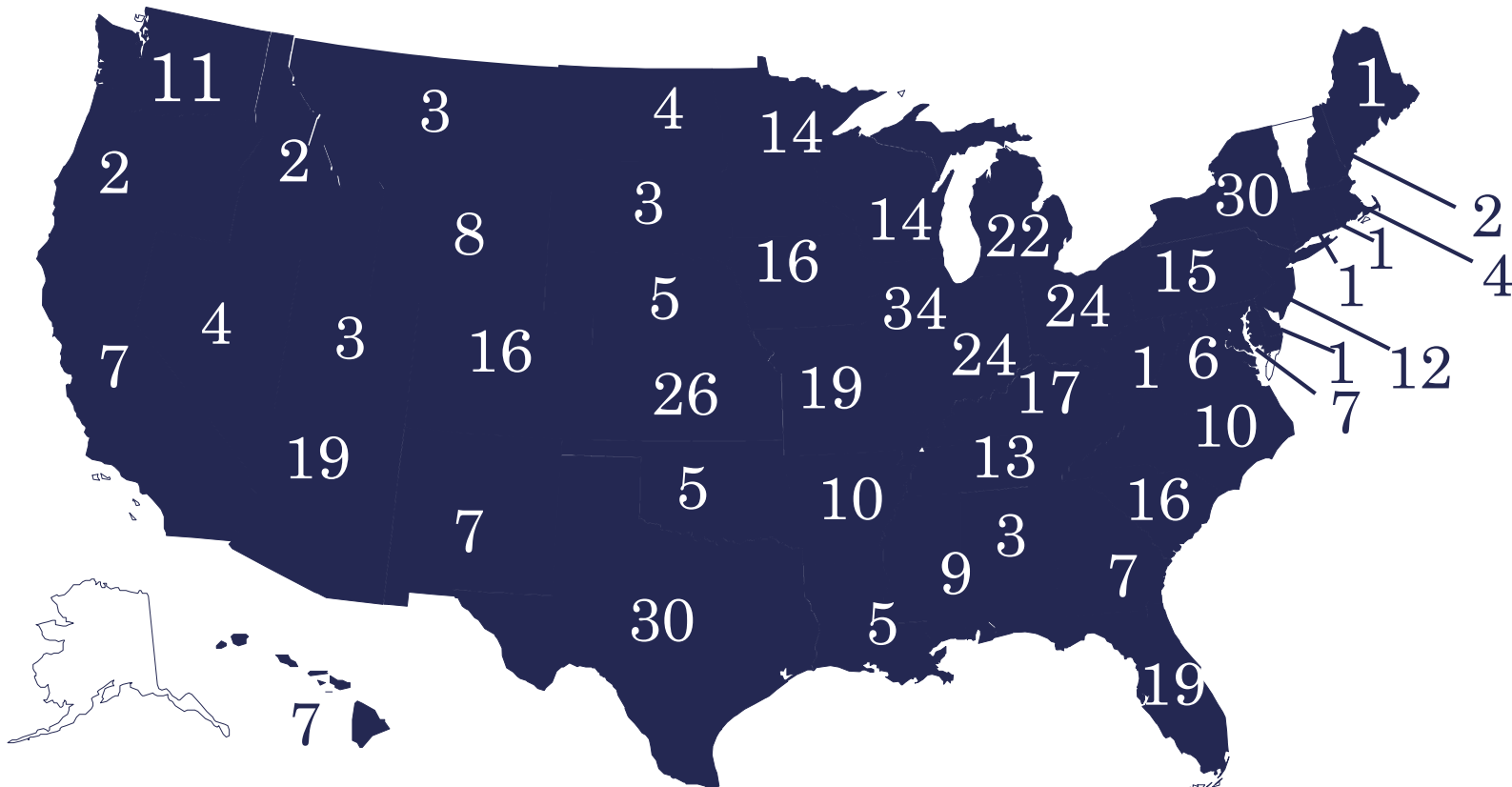
- Mission: Improving higher education through benchmarking
- Vision: Impacting higher education to maximize student success



- 2018
 - NCCBP – 238
 - C&PP – 50 institutions/
280 disciplines



Benchmark Institute Project Participants since 2004



- Over 400 2-year institutions have participated in a Benchmarking Institute project since 2004

What is benchmarking?

- **Benchmarking** is an ongoing, systematic process for measuring and comparing the work processes of one organization to those of another.
- Simply put, benchmarking is comparing your college to other colleges
- Three formats:
 - One-on-one
 - Group of peers
 - National data sets



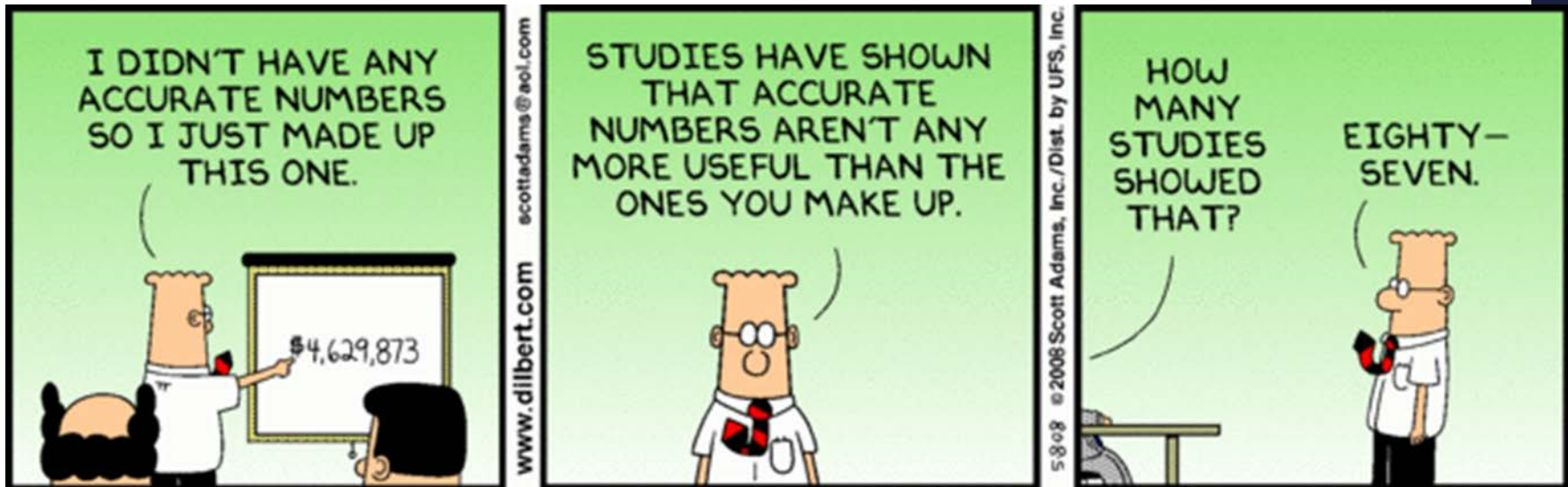
What is benchmarking?

- Benchmarking is a positive process, and provides objective measurements for baselining (setting the initial values), goal-setting and improvement tracking, which can lead to dramatic innovations (Shafer & Coate 1992).



Value of Benchmarking

- Quality improvement
- Assessment of current conditions
- Tells college's story



Benchmarking Can Be Used

- Accreditation
- Strategic Planning
- Monitor KPI Progress
- Reporting to Constituents
- Performance Funding
- To Set Realistic Goals
- To Inform Decisions
- To Improve Processes
- To Find Best Practices
- To Show Strengths & Opportunities for Improvement

Roadmap: Benchmarking for Educational Support Units

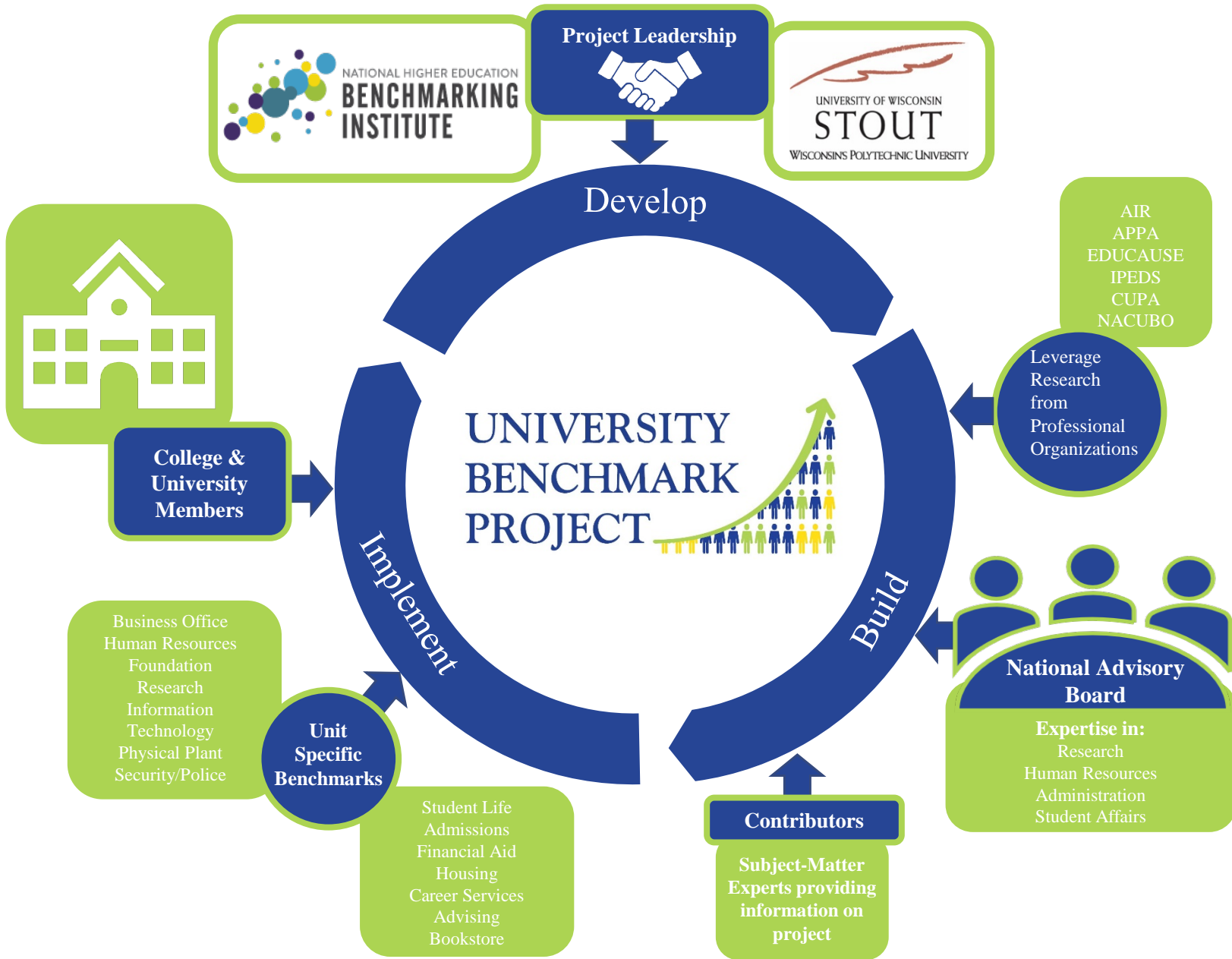
1. Availability of standardized metrics
2. Data collection
3. Benchmark
4. Identification of best practices
5. Implementation of best practices

Partnership with University of Wisconsin - Stout

- The office of Planning, Assessment, Research and Quality (PARQ)
 - Strategic planning and accountability, institutional research and assessment
 - Applied Research Center
 - Recipient of the Malcolm Baldrige National Quality Award in 2001

Partnership with University of Wisconsin - Stout

- UW - Stout
 - Nominated members for the Advisory Board
 - Lead the development of the benchmarks
 - Assisted in recruiting institutions for pilot/launch
 - Provided continuous feedback



Development Timeline

Spring 2018		Agreement signed
Summer 2018		Advisory committee identified data elements
Fall 2018		Data elements finalized. Benchmark Institute develops website and tests data collection instrument
Jan-Jun 2019	Year 1	Project implementation/pilot

Identify what is to be benchmarked

- What is the purpose of the benchmark project?
 - Comparing your costs or processes to others to see where you stand
 - Looking for ways to reduce costs, increase satisfaction, etc.
 - Trying to determine where to concentrate management/control efforts
 - Forecasting, goal setting, strategic planning

Identify what is to be benchmarked

- Meet with subject matter experts
 - What are the critical success factors of my organization?
 - What are the key elements that tell me how well my department/unit is doing?
 - What are the most important things I do for my customers?

Advisory Board Members

University of Kentucky

University of Iowa

University of Wisconsin - Oshkosh

Northern Michigan University

Walden University

University of Rhode Island

Wichita State University

University of Wisconsin - Parkside

College of the Mainland

Dunwoody College of Technology

Southwestern Indian Polytechnic Institute

National Advisory Board

- Advisory Board Members assisted with
 - selection of data elements
 - crafting of data definitions
 - reviewing the draft data collection protocol
 - reporting strategies
 - the implementation of a pilot test of the data collection process

Benchmarks

Administrative Service Units

Business Office
Foundation
Research Services
Human Resources
Information Technology

Institutional Research
Marketing
Parking
Physical Plant
Security/Police

Student Service Units

Activities/Student Life
Admissions
Advisement
Athletics
Bookstore
Career Services
Counseling Services
Dining Services
Disability Services

Financial Aid
Health Services
Housing
International Programs
Library
Multicultural Student Services
Orientation/First Year Programs
Registration & Records
Tutor Services

DATA FOR DECISION- MAKING

Compare your college's educational support services to other colleges to enhance your service to your students.



How the Benchmark Project Works

- Data collection
 - Web data entry
 - Data verification: logical errors, outlier checks
 - Voluntary project: colleges provide only available data
 - Confidentiality assured

Project Timeline

NOTE FOR THE PILOT THE TIMELINE WILL BE:

January 2019 - Membership and data collection opens

May 2019 - Data collection due

June 2019 - Data verification process/Reports available

September

Join or renew membership

Annual enrollment begins: [join online](#). Data entry opens in September.

November

Finish data collection

Member institutional data are due on November 15. Data are automatically checked for missing and inconsistent information. The data verification process starts. Report that lists inconsistencies is available online for review and update.

December

Verify your data

Verified and updated data are due to the University Benchmark Project. So that UBP results can be included in participants' planning and reporting processes, timely corrections and updates are expected.

January

Reports are available

University Benchmark Project reports of aggregate results that compare member institutions' data to national benchmark values are available. The Peer Comparison Tool is populated with most recent data and the Best Performers is issued.

Data Entry Sample

BUSINESS AND FINANCIAL SERVICES

Centralized Business and Financial Services Staff FTE

Decentralized Business and Financial Services Staff FTE

System Business and Financial Services Staff FTE

Total Centralized Business and Financial Services Personnel Budget

**Total Decentralized Business and Financial Services
Personnel Budget**

Total System Business and Financial Services Personnel Budget

**Total Centralized Business and Financial Services Non-
personnel Budget**

Enter the total centralized staff FTE at the employee census date which is likely Nov 1, 2018. Include staff associated with the following centralized functions: General ledger, financial reporting, accounts payable, post-award accounting, Bursar's/Cashiers office (includes student billing), collections, purchasing, Travel, other.

If none, enter "0". If unknown, leave blank.

FTE definition as defined by the institution. FTE is likely calculated as = (total number of full-time staff) + (total part-time, non-clerical staff hours / 2080). Schools with work weeks less than 40 hours should adjust yearly hour figure for part-time staff.

The type of appointment at the end of the fiscal year determines whether an employee is full-time or part-time. The employee's term of contract is not considered in making the determination of full- or part-time.

Centralized refers to the units that perform the service for the university at the highest level of the organization with central authority. There can be more than one office included in this section, but each service should only have one central office. Everyone not in the central area is reported in the decentralized area.

Data Entry Sample

Total Number of Purchase Orders

Enter the number of purchase orders or one-time purchases for the 2018 fiscal year.

Total Number of Blanket Orders

Enter the number of blanket orders (or the intent to purchase multiple times) for the 2018 fiscal year.

Total Spent on Purchase Orders

Enter the total amount in dollars spent on purchase orders or one-time purchases for the 2018 fiscal year.

Total Spent on Blanket Orders

Enter the total amount in dollars spent on blanket orders or intent to purchase multiple times for the 2018 fiscal year.

Total bad Debt Write-off

Enter the total amount in dollars of bad debt written off for the 2018 fiscal year.

Default Rate

%

Enter the percentage of borrowers who fail to repay their loans according to the terms of their promissory note in the 2018 fiscal year.

Total Accounts Receivable in Dollars

Enter the total dollar amount due for goods or services delivered for the 2018 fiscal year.

Total Number of Accounts Receivable

Enter the total number of accounts due to the college for the 2018 fiscal year.

Total Number of Accounts Receivable 90 Days Passed Due

Enter the total number of accounts that went 90 days past due in 2018 fiscal year.

Benchmarking Reports

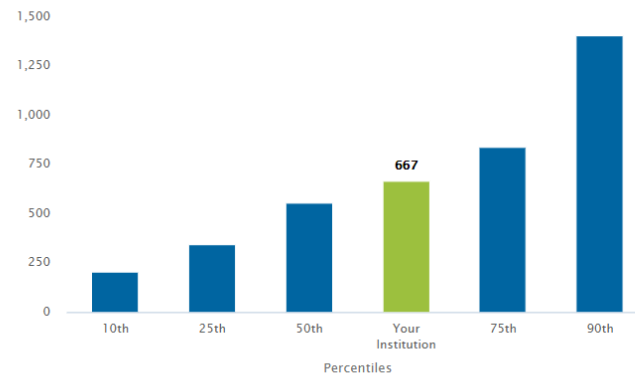
- National Data/Reports
- Peer Reports
- Best Performers Report
- Custom Reports
 - Trends
 - Scatter Plots
 - Bubble Charts

National Report

Student Services: FTE Staff/Student Ratio (Fall 2016)

	YOUR INSTITUTION			NATIONAL PERCENTILES					Bar Chart		
	REPORTED VALUE	% RANK	N	10 TH	25 TH	50 TH	75 TH	90 TH			
Career Services	4,293	70%	148	1,065	1,624	3,042	4,868	7,255	Bar Chart		
Counseling and Advising	660	73%	167	234	335	483	675	975	Bar Chart		
Recruitment, Admissions, Registration	667	63%	168	205	342	553	841	1,407	Bar Chart		
Financial Aid	2,862	96%	166	447	595	852	1,260	1,907	Bar Chart		
Student Activities	5,723	83%	161	725	1,345	2,751	4,522	7,025	Bar Chart		
Testing & Assessment Services	4,579	82%	156	716	1,191	2,036	4,114	6,299	Bar Chart		
Recruitment, Admissions, Registration				667	63%	168	205	342	553	841	1,407

Student/Recruitment, Admissions & Registration Staff Ratio

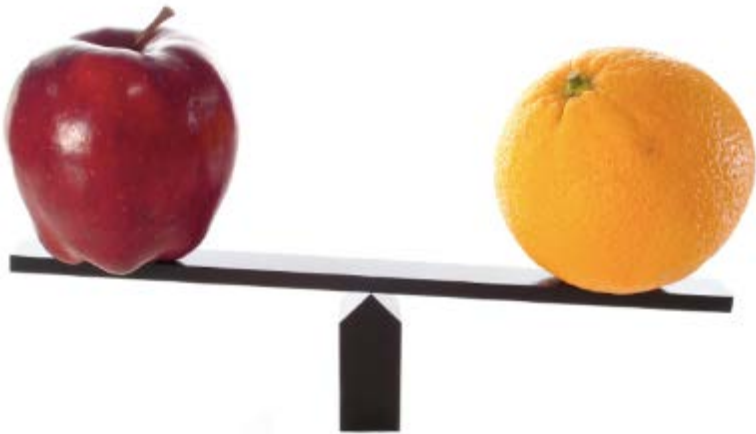


Peer Comparisons

- National – against all community colleges
- Geographic location – against states, systems
- Institutional characteristics
- Best practices report tool

Identify comparative institutions

- No such thing as apple to apple comparisons
- Don't look for perfect matches in your peers

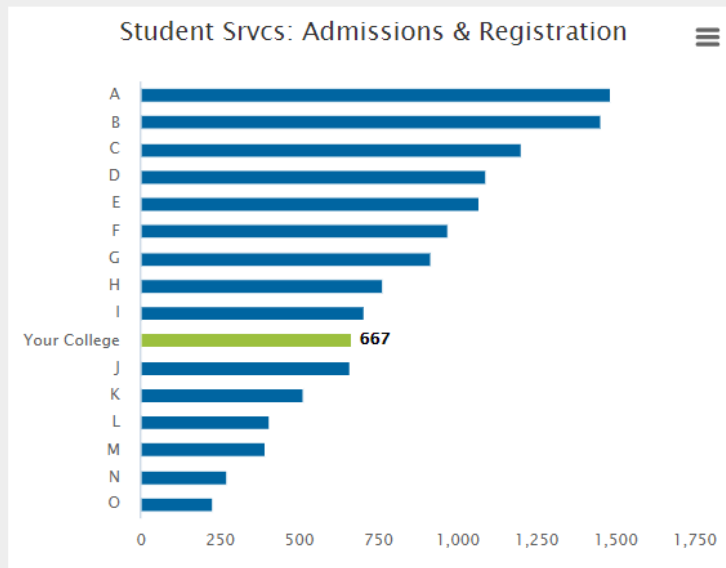


Options to Select Peer Comparisons

- Campus Environment
- Institution Type
- Institutional Control
- Academic Calendar
- Credit Enrollment
- Minority Students
- Percent State Revenue
- Operating Budget
- Faculty Unionized
- Service Area Population
- Unemployment Rate
- Household Income
- Service Area Percent Minority

Peer Report

STUDENT SRVCS: ADMISSIONS & REGISTRATION



INSTITUTION	VALUE	NATIONAL % RANK
A	1,484	92%
B	1,454	91%
C	1,205	86%
D	1,090	83%
E	1,069	82%
F	970	79%
G	916	77%
H	767	71%
I	707	67%
Your College (KS)	667	63%
J	663	61%
K	514	44%
L	409	32%
M	392	28%
N	271	15%
O	230	10%

PEER INSTITUTIONS:

Bergen Community College (NJ), Chandler-Gilbert Community College (AZ), College of DuPage (IL), Collin County Community College District (TX), Des Moines Area Community College (IA), Fox Valley Technical College (WI), Henry Ford College (MI), Hudson Valley Community College (NY), Monroe Community College (NY), Montgomery County Community College (PA), Moraine Valley Community College (IL), Ozarks Technical Community College (MO), Scottsdale Community College (AZ), Trident Technical College (SC), Waubesa Community College (IL)

Best Performers Report

FORM 20A: INSTRUCTIONAL COST

Instructional Cost per Credit Hour

Allen Community College (KS)
Butler Community College (KS)
Chandler-Gilbert Community College (AZ)
College of Micronesia-FSM (DC)
Collin County Community College District (TX)
Estrella Mountain Community College (AZ)
Grand Rapids Community College (MI)
Highland Community College (KS)
Hutchinson Community College (KS)
Missouri State University--West Plains (MO)
Nashville State Community College (TN)
North Central Texas College (TX)
Pennsylvania Highlands Community College (PA)
Rio Salado College (AZ)
St. Johns River State College (FL)
Waubonsee Community College (IL)
Western Dakota Technical Institute (SD)

Best performers are institutions reporting data above 90th percentile

Strengths/Opportunities Report

STRENGTHS/OPPORTUNITIES REPORT

2018 2017 2016 2015 2014 2013 2012 2011 2010 2009 2008 2007

Your institution reported values for the measures below that are above the 75th percentile or below the 25th percentile. Click the blue text for details.

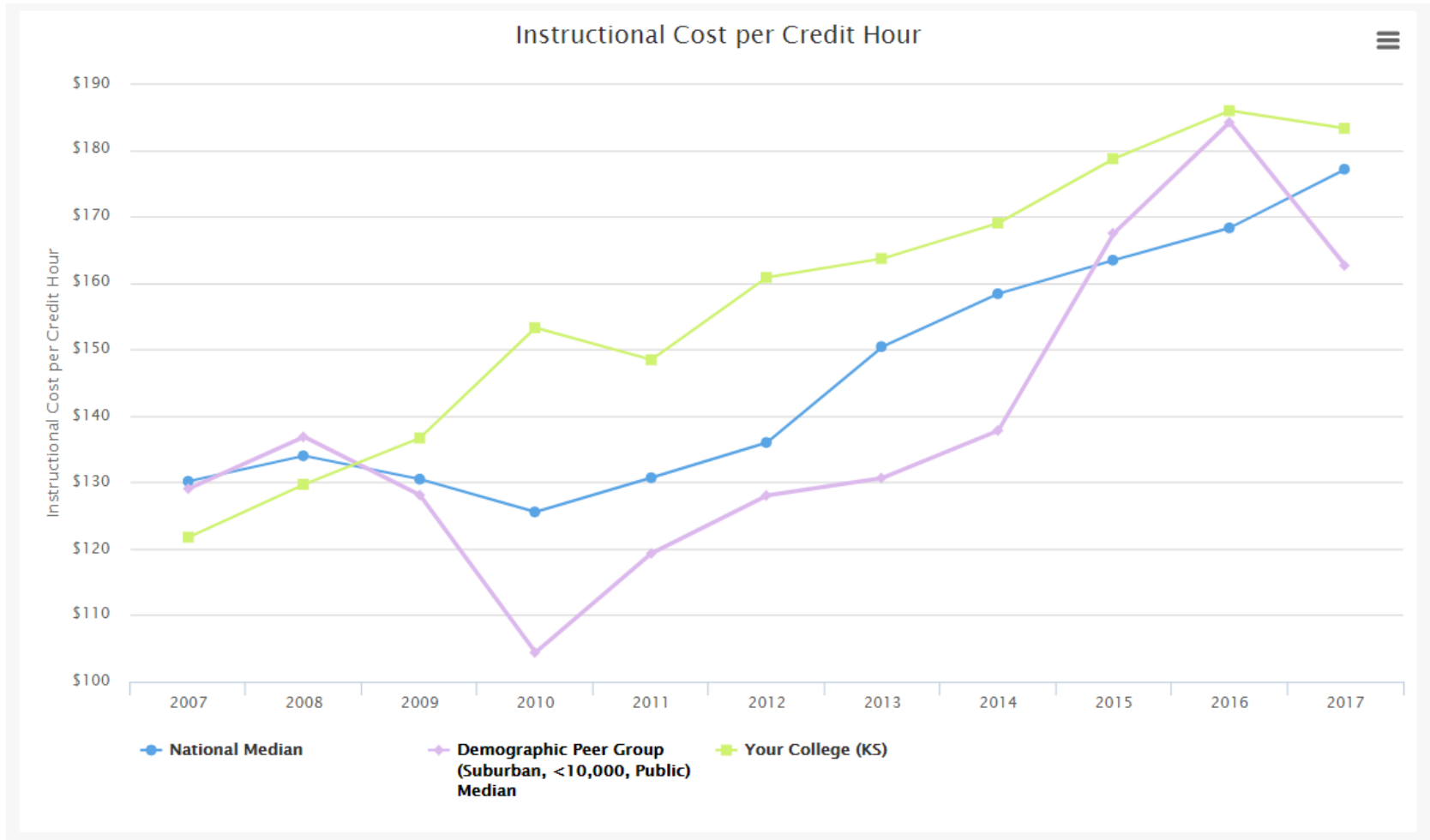
STRENGTHS

1. Ruffalo Noel Levitz: Would Enroll Here Again
Your Rank - 97th Percentile
2. Ruffalo Noel Levitz: Overall Satisfaction with Experience
Your Rank - 94th Percentile
3. Tuition and Fees as Percentage of Median Service Area Income
Your Rank - 7th Percentile (Low is better)
4. Ruffalo Noel Levitz: Satisfaction with Responsiveness to Diverse Populations
Your Rank - 91st Percentile
5. Ruffalo Noel Levitz: College Experience Met Expectations
Your Rank - 90th Percentile
6. Composite Financial Indicator
Your Rank - 90th Percentile
7. Life & Leisure Course Cancellation Rate
Your Rank - 17th Percentile (Low is better)
8. Institution Revenue per Student FTE
Your Rank - 83rd Percentile
9. Ruffalo Noel Levitz: Satisfaction with Registration Effectiveness
Your Rank - 82nd Percentile
10. Viability Ratio
Your Rank - 80th Percentile
11. Percent AY Completers/Transfers/Continuing
Your Rank - 79th Percentile
12. Percent AY Transfers
Your Rank - 78th Percentile

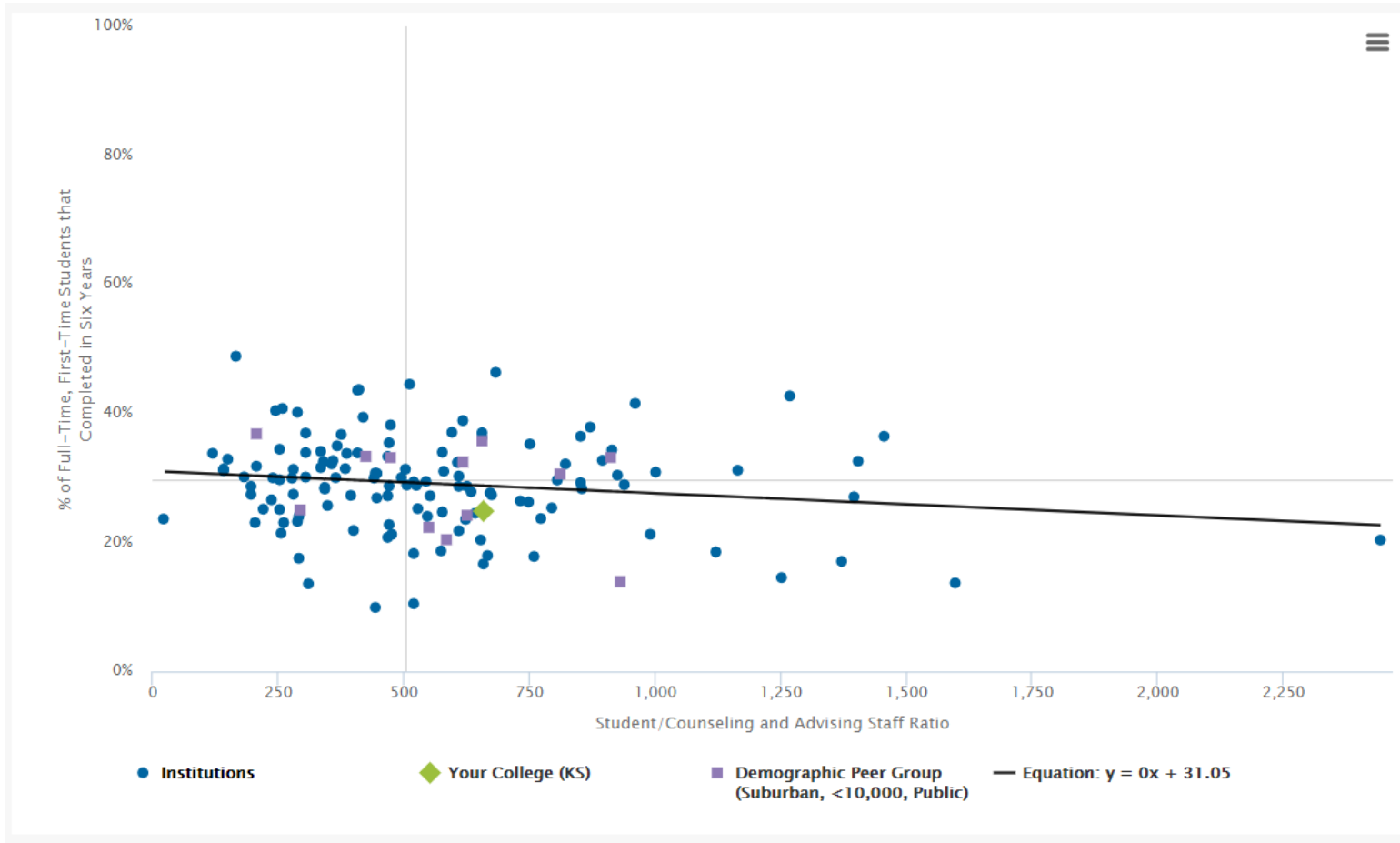
OPPORTUNITIES FOR IMPROVEMENT

1. Gateway Math Enrollee Success Rate
Your Rank - 3rd Percentile
2. Gateway Math Retention Rate
Your Rank - 10th Percentile
3. All Developmental-level Course Enrollee Success Rate
Your Rank - 14th Percentile
4. % of Students that Received a Passing Grade in Writing Developmental/Remedial Courses of those that Completed the Course
Your Rank - 16th Percentile
5. % of Harassment Claims of Total Employees
Your Rank - 83rd Percentile (Low is better)
6. % of Returning Students of Life & Leisure Students
Your Rank - 23rd Percentile
7. % Part-Time, First-Time Students that Transferred in Six Years
Your Rank - 23rd Percentile
8. Next-term Persistence Rate
Your Rank - 23rd Percentile
9. % Returning Organizations of Total Org Served
Your Rank - 25th Percentile

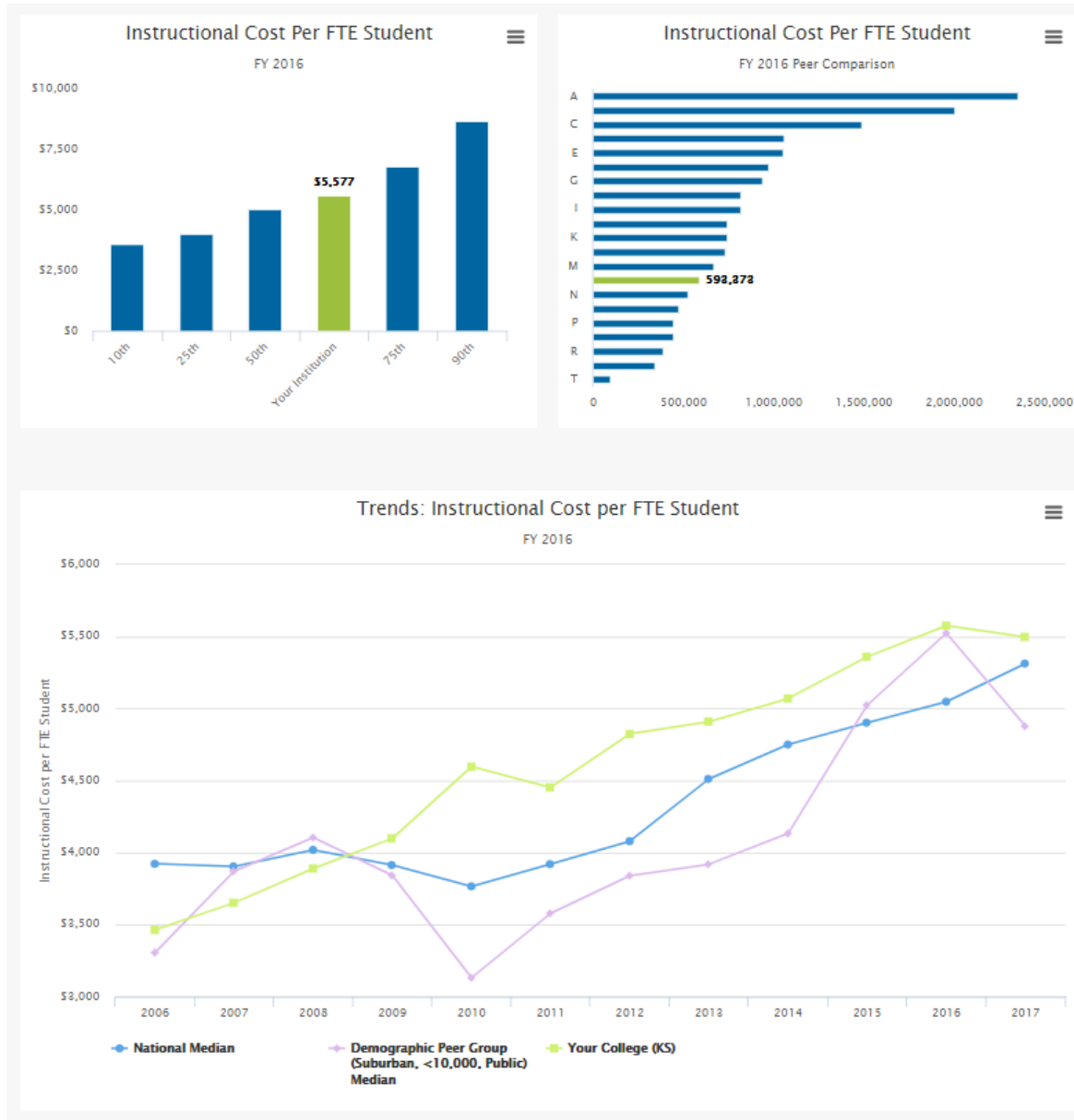
Custom Reports: Trends



Custom Reports: Scatterplots



Custom Reports



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Michelle Taylor

**Senior Research Analyst
National Higher Education
Benchmarking Institute**

Phone: 913-469-3831

michelletaylor@jccc.edu



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