

The Future of Benchmarking in Canada and the United States

June 11, 2018



Vancouver - 2018

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June 10 - 12 juin

Nathalie Laporte, CAUBO

Robert Knight, UNBC

Bill Dillon, NACUBO

Dr. Paul Friga, UNC and The Academic Benchmarking Consortium

Your hosts for this session...



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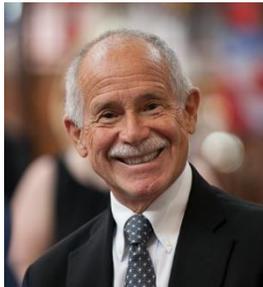
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Executive summary

Let's examine the future of benchmarking in both Canada and the United States

THE REASON



Why is benchmarking vital to good decision making in higher education?

THE PRESENT



How do institutions in the US and Canada currently approach benchmarking?

THE FUTURE



What can we do moving forward—individually and collectively?



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Why benchmark?

Benchmarking is vital to a university's strategic decision making abilities

STRATEGIC PERFORMANCE EVALUATION

- Overall university
- Individual units

RESOURCE ALLOCATION

- Budget decisions
- Over-investment?
- Under-investment?

BEST PRACTICE SHARING

- Across campus
- Across universities

PERFORMANCE EVALUATION

RESOURCE ALLOCATION

BEST PRACTICE SHARING



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Let's take a poll...



The primary reason I am interested in benchmarking is...

- a) Strategic performance evaluation
- b) Resource allocation
- c) Best practice sharing
- d) Other



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Let's take a poll...



I have access to reliable and comparable benchmarking data that I use on a regular basis for decision making.

- a) Strongly agree
- b) Agree
- c) Disagree
- d) Strongly disagree



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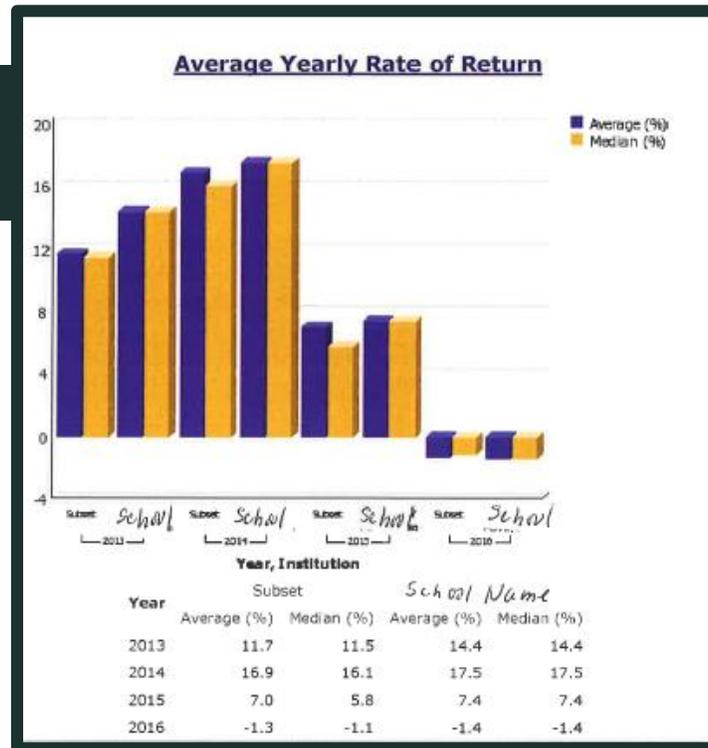
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NACUBO: Benchmarking efforts in the USA



3 Benchmarking efforts going on for decades:

- ① Endowment management and practices
- ② Tuition discounting
- ③ Student financial function

PERFORMANCE EVALUATION

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SACUBO: Benchmarking in the United States

Trend chart reporting follows the minimum number of accounts and data points required by the platform to display results.

For example:

- Five (5) accounts must meet the filter criteria set.
- Five (5) data points are required for EACH trend year.

How Data are Displayed in Multi-Year Trend Charts



PERFORMANCE EVALUATION



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SACUBO utilizes high-level IPEDs data

Benchmarking Data for Decision-Making

Effectiveness - Undergraduate Graduation Rate			
My Institution (Percentile)	Low Effectiveness	Effective	High Effectiveness
33.00% (16th)	< 39.00%	39.00% to 72.00%	> 72.00%

Effectiveness - Freshman Retention Rate			
My Institution (Percentile)	Low Effectiveness	Effective	High Effectiveness
59.00% (12th)	< 63.93%	63.93% to 86.50%	> 86.50%

Total Expenses per FTE Student				
Function	My Institution (Percentile)	25th Percentile	Median	75th Percentile
Instruction	\$5,961 (19th)	\$6,075	\$9,675	\$12,552
Academic Support	\$1,206 (22nd)	\$1,311	\$2,628	\$3,884
Student Services	\$1,375 (4th)	\$2,147	\$4,867	\$7,730

Benchmarking Data for Decision-Making

Compensation & Benefits per FTE Employee				
Function	My Institution (Percentile)	25th Percentile	Median	75th Percentile
Instruction	84,691 (29th)	82,934	92,636	107,432
Research		67,300	91,940	168,422
Public Service	48,490 (20th)	48,893	60,038	91,597
Academic Support	69,436 (58th)	59,442	68,441	74,847
Student Services	49,599 (17th)	52,785	62,670	78,492
Institutional Support	68,123 (12th)	79,675	85,651	95,272
Operations & Maintenance of Plant		44,067	48,625	55,838
Auxiliary Enterprises	64,522 (47th)	48,777	65,138	70,059
Hospitals		-	-	-
Scholarships & Fellowships		-	-	-
Independent Operations		-	-	-

PERFORMANCE EVALUATION

RESOURCE ALLOCATION



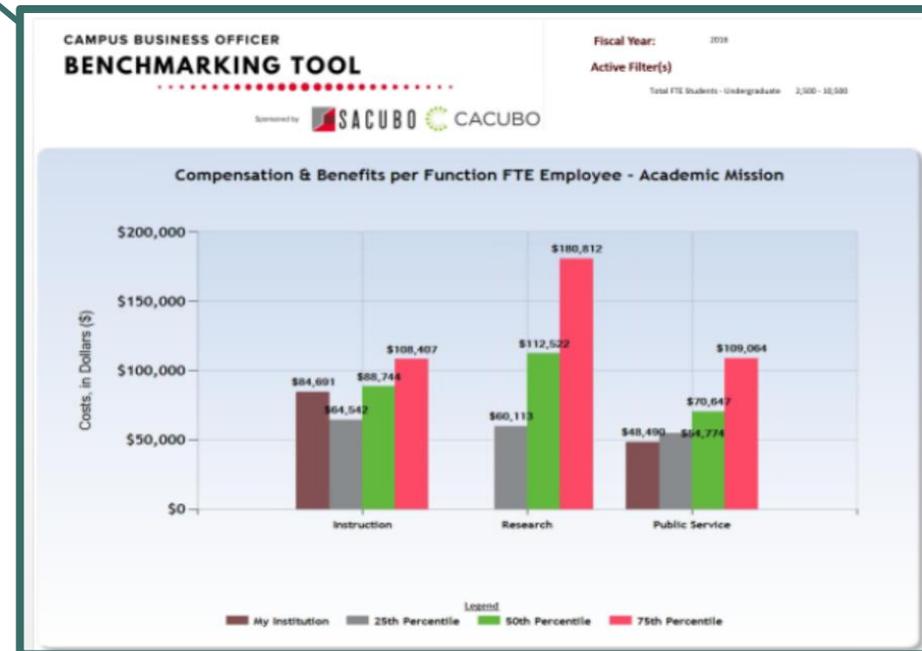
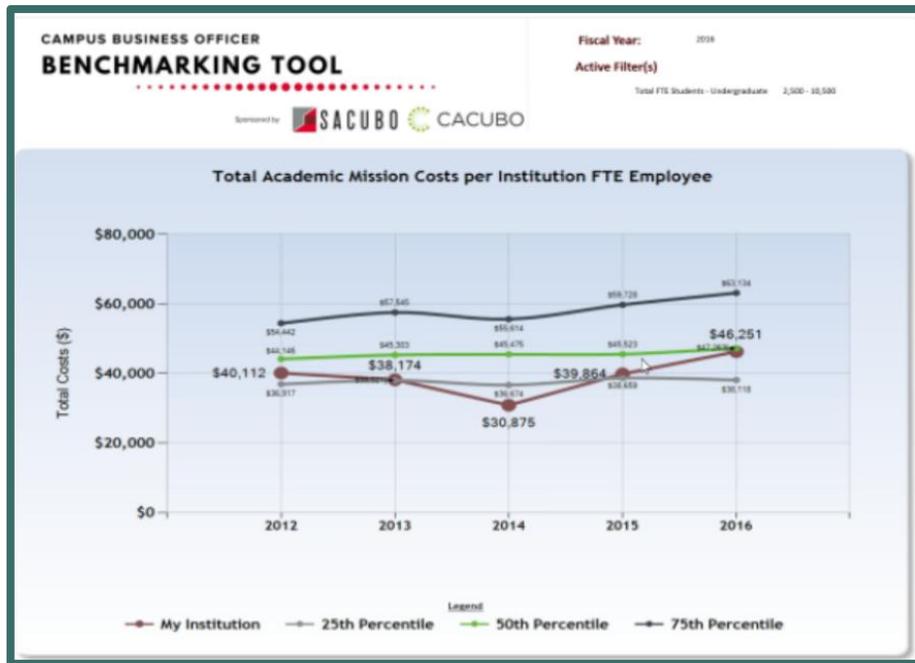
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Universities can measure level of investment against other universities

SACUBO Sample Outputs



RESOURCE ALLOCATION



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Benchmarking effort in Canada– Led by CAUBO

SOME HISTORY...



- CAUBO is leading a national dialogue on university benchmarking
- Individual universities are using CAUBO data for benchmarking
- Some universities are experimenting with cross-university datasets

FINANCIAL REPORTING STANDARDS



Financial Information of Colleges and Universities (FIUC)

Since 1980, CAUBO has collected financial information—incomes and expenditures—from universities across the country, providing a reliable source for understanding long-term trends in university finance.

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Universities are using the CAUBO data for BOG university reporting – the case of UNBC

Report 2.4 D GENERAL OPERATING EXPENDITURES by FUNCTION: by PROVINCE and by UNIVERSITY Fiscal Year ended in 2016
(in line percentage)

Functions	Instruction and non-sponsored research	Non-credit instruction	Library	Computing and communications	Administration and academic support	Student services	Physical plant	External relations	Total functions
Provinces / Universities	%								
British Columbia									
Emily Carr University of Art + Design	36.2	6.1	3.6	6.8	26.6	6.7	9.3	4.8	100.0
Kwantlen Polytechnic University	61.9	0.5	4.0	8.5	12.7	4.5	6.3	1.6	100.0
Royal Roads University	40.0	3.1	3.1	8.0	28.2	3.6	11.7	2.5	100.0
Simon Fraser University	52.3	3.5	7.0	5.3	6.1	14.0	8.3	3.6	100.0
The University of British Columbia	55.8	1.4	3.0	6.3	10.3	8.2	12.7	2.4	100.0
Thomson Rivers University	54.5	5.5	2.4	4.2	13.1	11.7	4.8	3.7	100.0
Trinity Western University	42.7	2.9	1.3	2.6	14.2	29.4	3.8	3.1	100.0
University of Northern British Columbia	55.4	1.9	5.1	6.2	12.3	9.1	8.3	1.7	100.0
University of the Fraser Valley	57.5	3.6	3.0	4.3	12.2	8.6	8.0	2.6	100.0
University of Victoria	53.4	4.5	5.0	4.4	10.0	11.5	8.5	2.7	100.0
Vancouver Island University	39.2	22.8	2.3	5.0	11.2	8.5	6.6	4.4	100.0
British Columbia Provincial Average	49.9	5.1	3.6	5.6	14.3	10.5	8.0	3.0	100.0
Canada average	52.3	2.2	4.2	3.9	15.9	8.4	10.2	2.9	100.0

PERFORMANCE EVALUATION



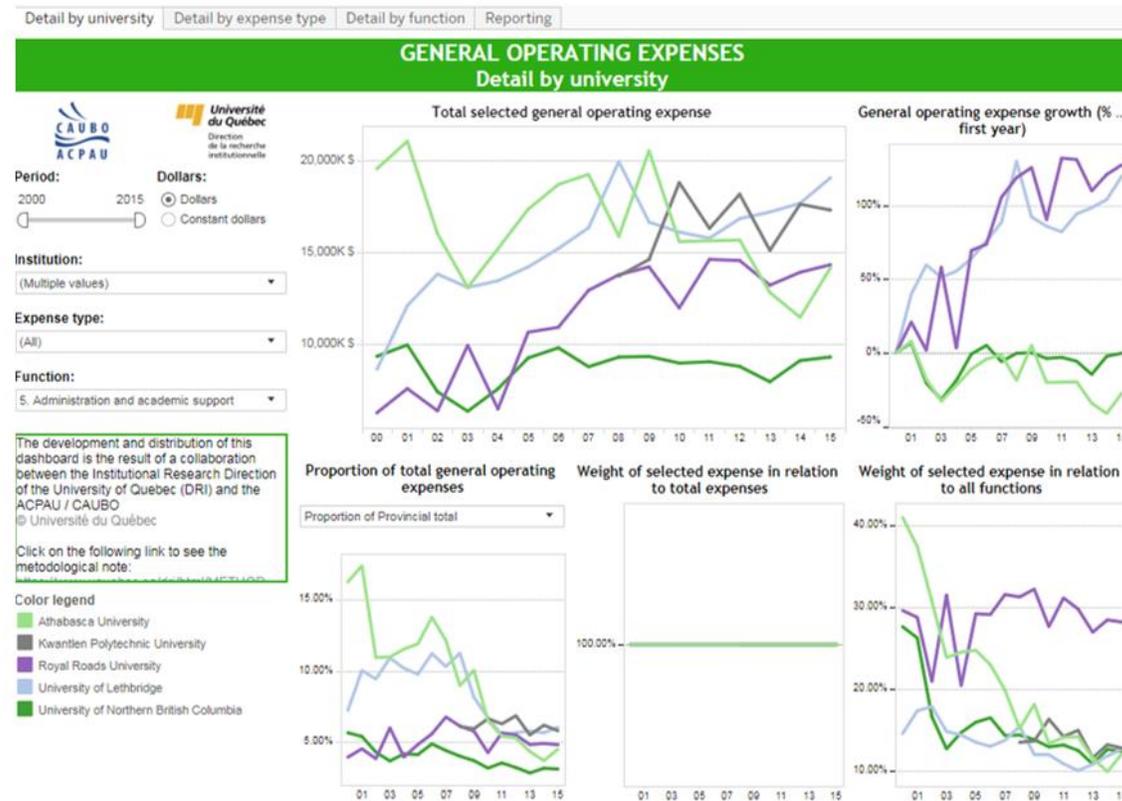
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The FIUC is now accessible

Financial Dashboards



PERFORMANCE EVALUATION



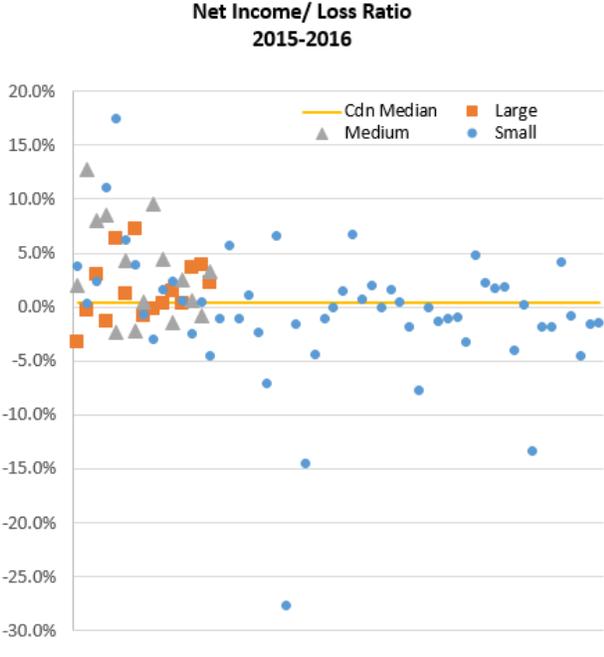
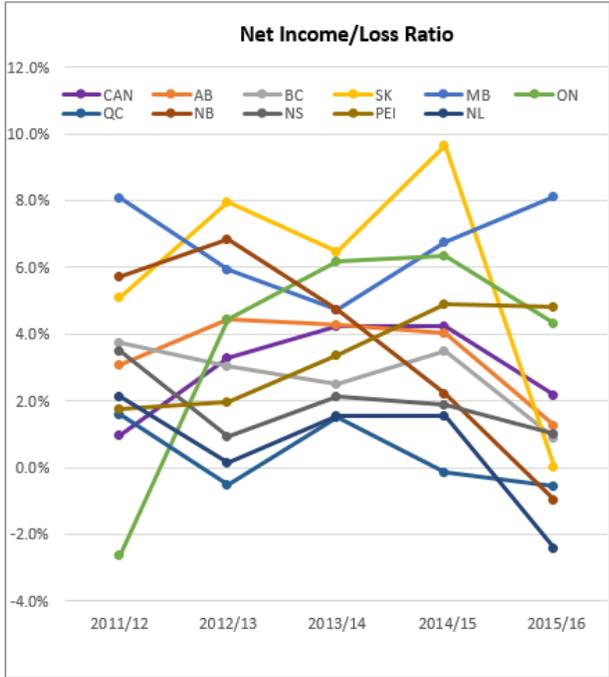
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CAUBO financial health survey

Financial Health Indicators – MD&A



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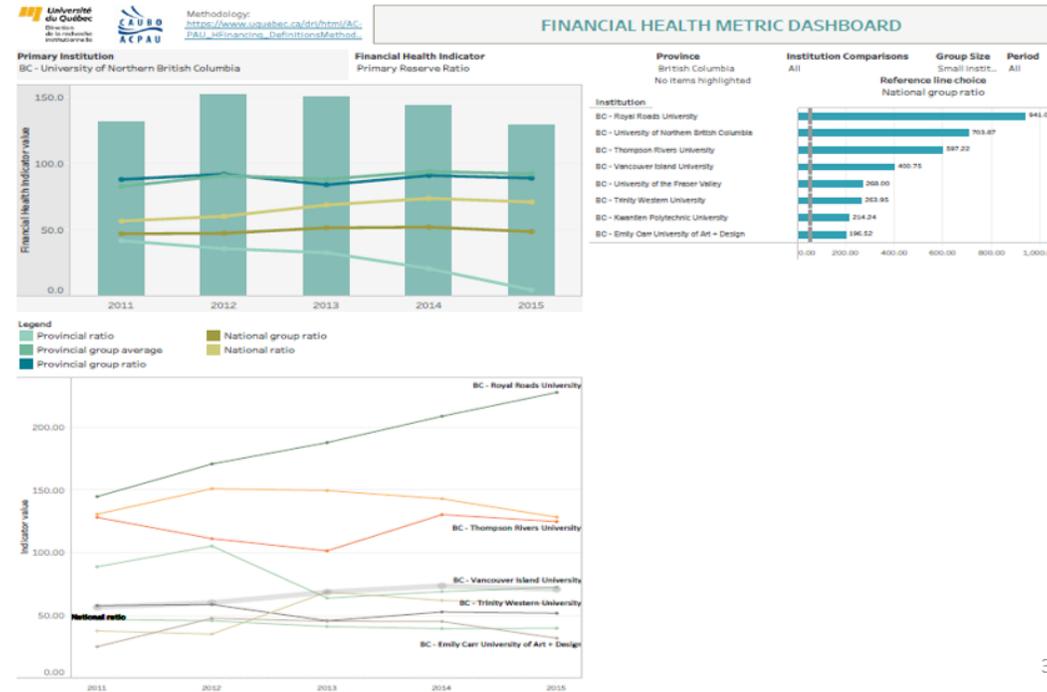


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CAUBO Dashboards are intended to offer a snapshot of key financial data

Financial Health Indicators - Dashboards



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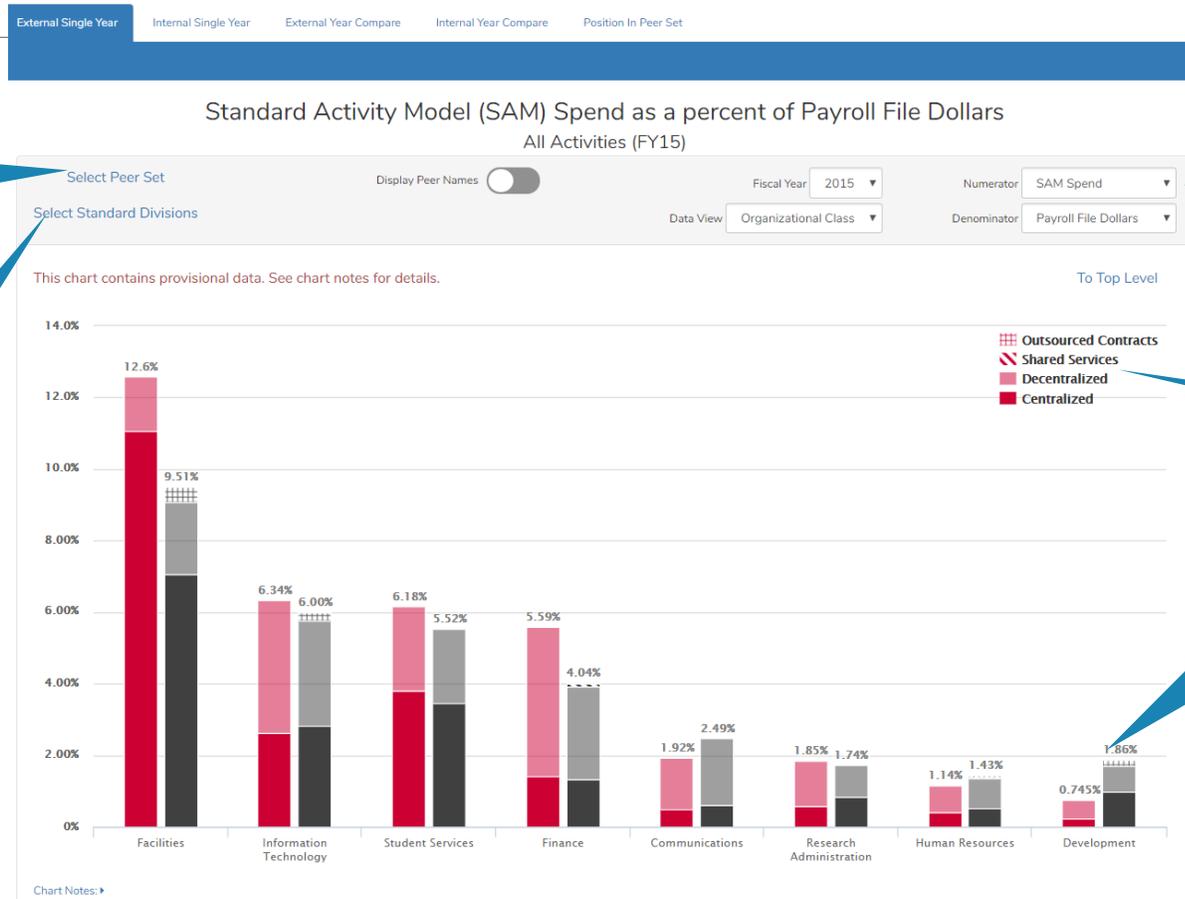
THE FUTURE



What can we do moving forward—individually and collectively?



Academic Benchmarking Consortium (ABC): Benchmarking Effort in the USA



To whom should we compare?

What level of analysis?

How do we normalize?

of students,
of faculty,
of acres/ft. sq, % OpEx,
research \$, development \$, etc.

Which activities to analyze?

Where costs are located?

Facilities
IT
Student Services
Finance
Communications
Research Administration
HR
Development

Source: Academic Benchmarking Consortium, abc-insights.com

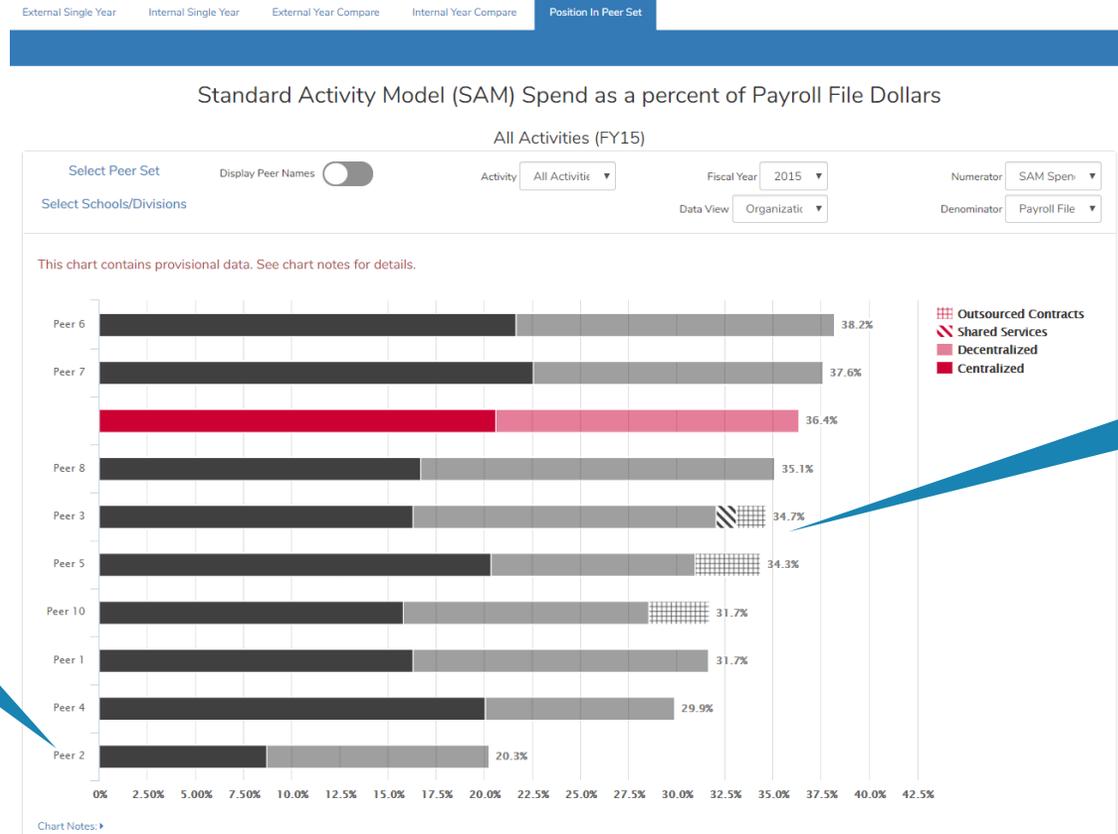
PERFORMANCE EVALUATION

RESOURCE ALLOCATION

ACTIVITY ANALYSIS



Academic Benchmarking Consortium (ABC): Benchmarking Effort in the USA



How is this peer so efficient?

What is the outsourced and shared services strategy?

Source: Academic Benchmarking Consortium, abc-insights.com

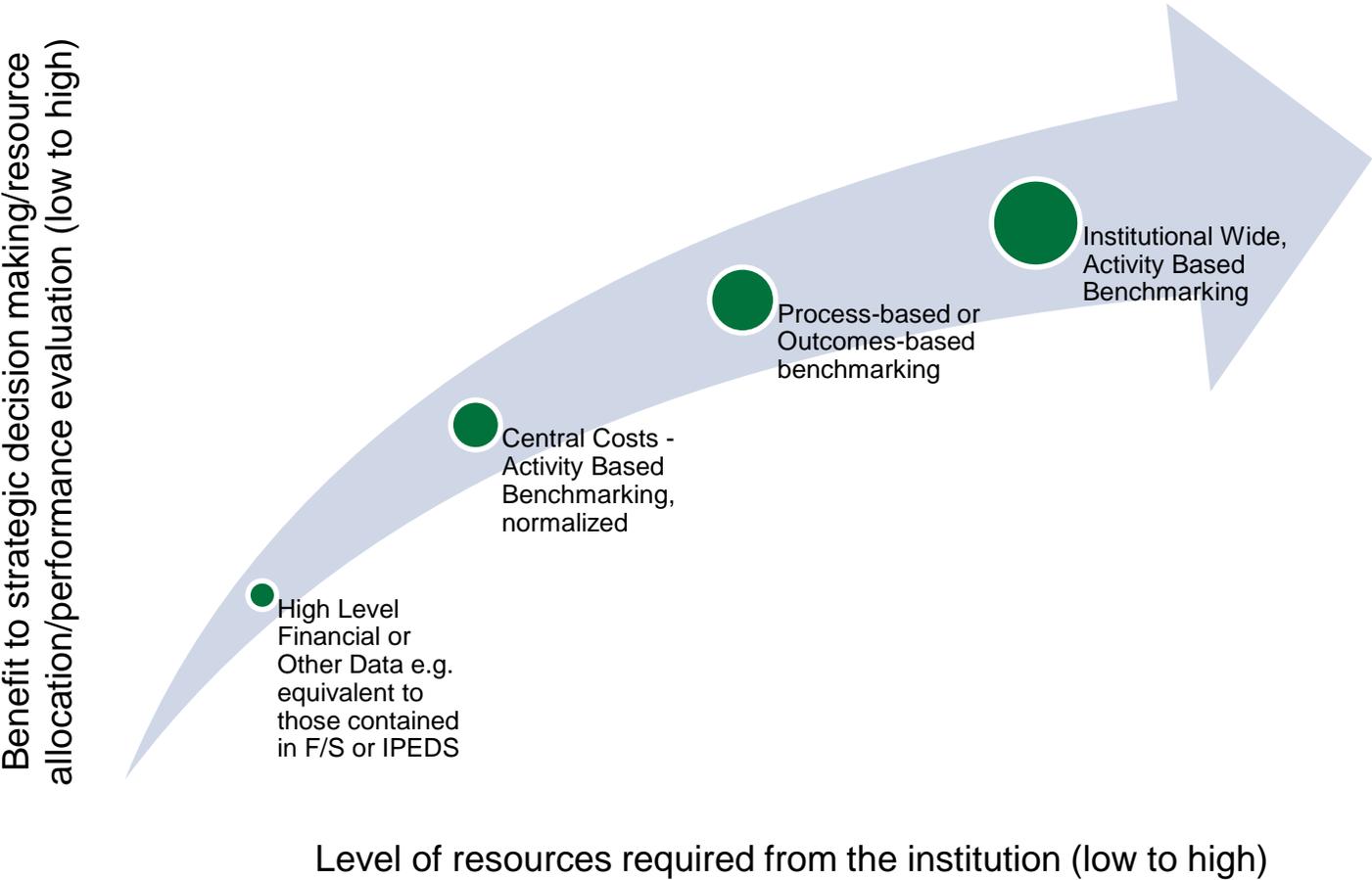
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Where is the sweet spot for administrative benchmarking?



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Let's take a poll...



Which of these obstacles presents the toughest challenge moving forward?

- a) Shifting institutional focus to activity-level data vs. typical financial standard reporting
- b) Obtaining reliable data at my institution and at peer institutions, e.g. reliability of systems
- c) Generating insights from data that connect to strategy
- d) Other





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Looking ahead...

- National standards?
- International collaboration?
- Consortiums?
- Conferences?
- Other?



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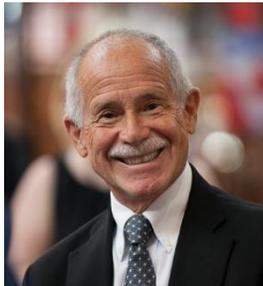
Thank you



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We'd love your feedback –

Please take the time to complete the session evaluation.



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