

# Benchmarking in Community Colleges: An Essential Tool for Assessment, Improvement, and Accountability

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- Benchmarking (Kempner, 1993)  
An ongoing, systematic process for measuring and comparing the work processes of one organization to those of another, by bringing an external focus to internal activities, functions, and operations.

- A process of comparing quantitative indicators of activities, functions, and operations.
  - Graduation rates
  - Costs per credit hour
  - Fall-to-fall retention
- Emphasis is on the activities involved in compiling comparative data and discussing findings internally to assist an institution in evaluating its own performance compared to that of peers.

Benchmark – A metric or standard; the actual measurements/data collected to carry out benchmarking.

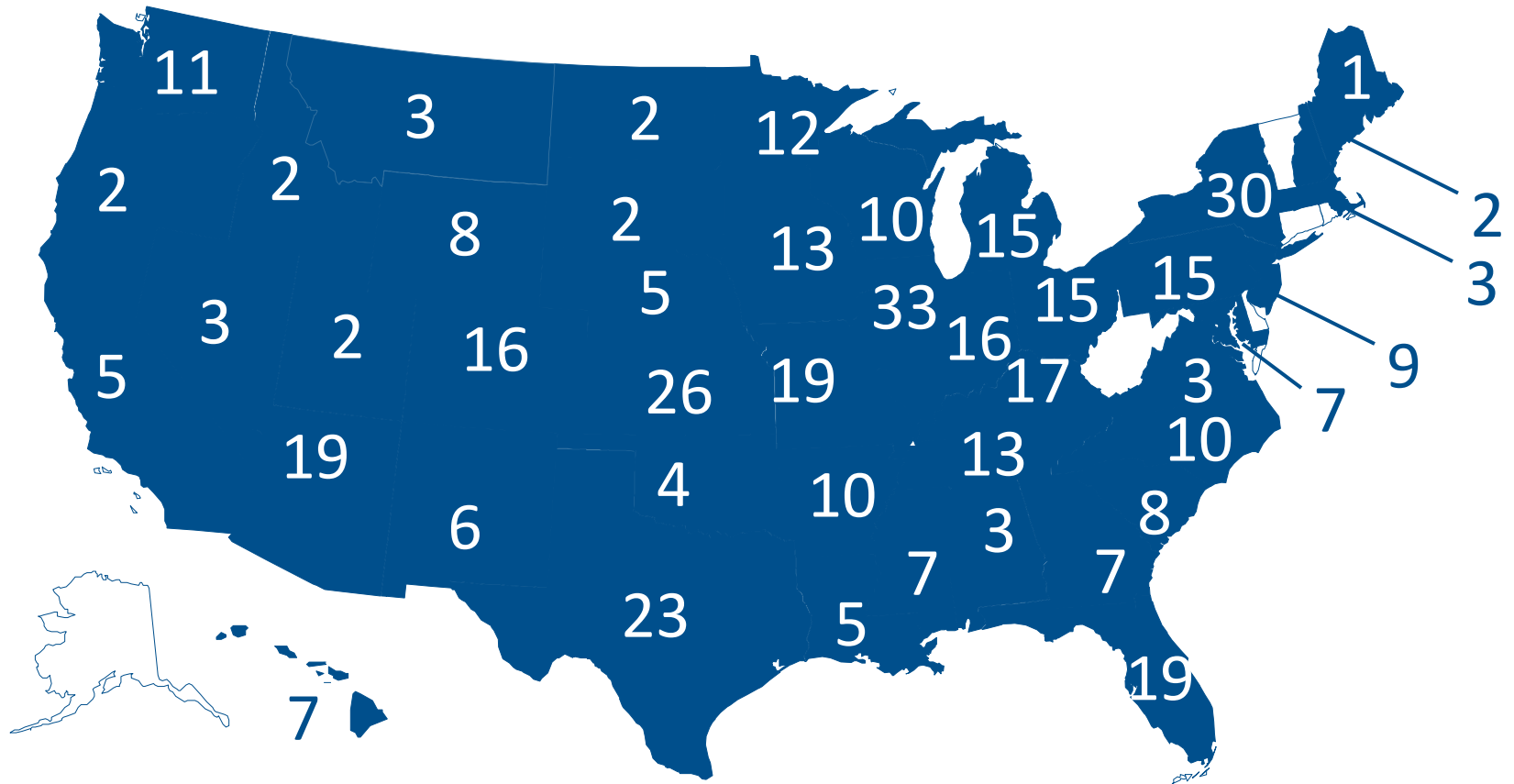
Benchmarks may be:

- A threshold or minimum acceptable standard
- Aspirational; a goal an institution wants to achieve
- A definition of the norm – e.g. the average of peer institutions on a given measure

All of which may assist in institutional improvement.



- Mission
  - To improve teaching and learning in Higher Education through the use of benchmarking and peer comparison tools.
- National projects
  - Benchmark Project (**NCCBP**)
  - Cost and Productivity Project (**NCCCPP**)
  - Workforce Training Project (**NCCWTP**)





**NCC  
BP** National Community College  
**Benchmark Project**





- To collect and report community college benchmark data on a national basis
- To provide data for comparisons and benchmarks of instructional, workforce-development, and other community college activities

- Provides participating institutions with the benchmarks to support
  - Strategic planning efforts (selection of KPIs and strategic goals)
  - Accreditation
  - Internal and external accountability exercises
  - Documentation of student success

- Collects, analyzes, and reports a wide array of student outcomes, access, workforce development, faculty/staff, human resources, and finance variables at the institutional level

- National advisory committee is convened annually
- Open to suggestions for improvement
- Membership is surveyed regularly

2003	Project designed and piloted
2004	First year of implementation: 97 institutions including - SUNY (NY) and TN systems
2012	Most recent year: 267 institutions from 37 states including - NY (26), IL (19), TX (17), CO (15), IN (15), AZ (14), MO (13), PA (13), IA (11), KS (11), TN (11), MI (10), WI (8), HI (7), NJ (7), OH (7), WY (7), FL (6), KY (5), NC (5), SC (5), etc.

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



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-- Select Form -- ▾

## Form 4 | Credit Student Enrollment

Your Data Entry Progress



[Data View](#)   [Data Entry](#)

### Fall 2010 Term

Credit Students at End of Fall 2010 Term:

### Next Term

Fall 2010 Credit Students Who Graduated before Spring 2011:

Enter the total number of credit students from fall 2010 who graduated or completed certificates before the spring 2011 term.

Fall 2010 Credit Students Who Enrolled in Spring 2011:

### Next Fall

Fall 2010 Credit Students Who Graduated before Fall 2011:

Fall 2010 Credit Students Who Enrolled in Fall 2011:

[Save Form](#)



	Institution			NCCBP Percentile				
	Reported Value	% Rank	N	10th	25th	Mdn	75th	90th
Tuition and Fees per Credit Hour <i>(Fall 2010)</i>	\$75	19%	261	\$63	\$80	\$102	\$124	\$145
Unrestricted Operating Funds <i>(FY 2011)</i>	\$151,138,023	96%	253	\$7,838,503	\$15,892,119	\$32,409,662	\$54,654,827	\$93,729,986
% Funds From Local Sources <i>(FY 2011)</i>	44.00%	83%	246	0.00%	3.26%	16.58%	36.93%	54.04%
% Funds From State <i>(FY 2011)</i>	14.00%	29%	251	4.48%	10.30%	23.00%	32.97%	50.14%
% Funds From Tuition and Fees <i>(FY 2011)</i>	24.00%	18%	254	17.35%	27.98%	43.00%	55.43%	71.77%

## Form 2 | Student Completion and Transfer (Fall IPEDS GRS Cohort)

### % Completed in Three Years

Full-time, First-time <i>(Fall 2009 Cohort)</i>	17.08%	40%	261	9.68%	13.48%	20.16%	27.45%	35.11%
Part-time, First-time <i>(Fall 2009 Cohort)</i>	5.83%	42%	219	2.73%	4.16%	6.50%	11.24%	20.26%

### % Transferred in Three Years

Full-time, First-time <i>(Fall 2009 Cohort)</i>	29.18%	92%	239	9.49%	12.79%	16.81%	23.12%	28.53%
Part-time, First-time <i>(Fall 2009 Cohort)</i>	17.34%	81%	195	5.25%	7.60%	10.56%	15.91%	21.01%

### % Compl. or Transf. in Three Years

Full-time, First-time <i>(Fall 2009 Cohort)</i>	46.26%	80%	261	24.26%	30.29%	37.49%	44.33%	54.30%
Part-time, First-time <i>(Fall 2009 Cohort)</i>	23.18%	66%	219	9.38%	13.37%	18.42%	25.49%	36.66%

### % Completed in Six Years

Full-time, First-time <i>(Fall 2006 Cohort)</i>	28.55%	53%	205	15.75%	20.75%	27.67%	34.27%	44.08%
Part-time, First-time <i>(Fall 2006 Cohort)</i>	25.03%	88%	169	6.78%	9.29%	13.04%	18.77%	25.94%

- Completion & Transfer Rates (3 year/6 year)
- Persistence Rates
- Transfer Student Performance
- Student Satisfaction
- Student Performance Measures
- Career Preparation
- Academic Success
- Access & Participation
- Market Penetration
- Workforce Development
- Section Size, SF Ratio, Faculty Load
- Student Services Staff
- HR Statistics
- Instructional & Professional Development Costs

January	Annual subscription activities begin.
March	Website log in information is e-mailed to subscribers. Data-collection forms are available in the member section of the website.
June	Completed data collection forms are due June 15. Outlier report is available.
July	Verified and updated data are due.
August	New reports available and Peer Comparison Tool is populated with most recent data.

- 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

## Institutional Type:

Single-campus  
Multi-campus  
Multi-college district

## IPEDS Enrollment:

3000-6000

Specify a range (e.g. "4000 - 7000", without quotes).

## Unrestricted Operating Revenue:

\$

Specify a range (e.g. "19000000 - 30000000", without quotes).

## Operating Revenue from State:

%

Specify a range (e.g. "25 - 50", without quotes).

Demographics selected: Institutional Type - Single-campus; IPEDS Enrollment - 3000-6000;

## 1 Reporting Period:

2012 ▼

Please select the NCCBP reporting period.

## 2 Benchmarks:

Comp II: Retention Rate  
Completed or Transferred in Six Years: FT Students  
Completed or Transferred in Six Years: PT Students  
Completed or Transferred in Three Years: FT Students  
Completed or Transferred in Three Years: PT Students  
~~Completed: FT Students in Three Years~~

Please select the benchmark(s) you would like to access.

## 3 Peer Institution(s):

Hagerstown Community College  
Hawaii Community College  
Hawkeye Community College  
Heartland Community College  
Herkimer County Community College  
Highland Community College

Peer Institution(s) will appear above if they have reported on any of the benchmarks you select.

Peer reports will be created if you select at least five peer institutions.

View Results

Institution	Benchmark
<b>Completed or Transferred in Six Years: FT Students</b>	
A	91.98%
B	75.47%
Johnson County Community College	57.98%
D	55.64%
E	43.84%
F	
G	

<b>Completed or Transferred in Six Years: PT Students</b>	
A	48.72%
Johnson County Community College	39.00%
C	29.30%
D	24.49%
E	22.17%
F	
G	

- Results can be imported into Excel, SPSS, SAS, etc.
- Peer colleges are anonymous





National Community College

# Cost & Productivity Project



- Community colleges have a responsibility to plan more carefully, control costs, and account for public funds

- Provides presidents, chief academic officers, deans and institutional researchers with benchmarks to support
  - Staffing and faculty workload planning
  - Academic program planning
  - Program Review
  - Assessment
  - Accreditation

- Benchmarks available
  - Instructional costs per credit hour (salaries and benefits)
  - Faculty workload
- Collects data at the discipline level

Summer 2002		Department of Education FIPSE project approval and grant award for “The Kansas Study”
Fall 2002 – Fall 2003		Advisory committee identified data elements, designs, processes, and conducts two pilot studies
2004	Year 1	Project implementation • 50 institutions
2010	Year 8	• 83 institutions
2013	Year 10	• New website, data collection instrument, rebranding



## National Cost & Productivity Report

National Means<sup>1</sup> - Fall 2011

Academic Discipline	Number of Institutions Reporting	National Means <sup>1</sup>				Student Faculty Ratio <sup>2</sup>
		Instructional Costs Per Student Credit Hour	Percent Student Credit Hours Taught by			
			Full-Time Faculty	Part-Time Faculty	Other Full-Time Employees	
Accounting, Accounting Technician, Bookkeeping	32	\$95	70%	29%	0%	14.4
Administration of Justice	30	\$83	65%	35%	0%	16.5
Administrative and Secretarial Services	27	\$124	67%	32%	0%	13.8
Agricultural, Forestry & Fisheries	7	\$157	86%	8%	0%	12.8
Agriculture Operations and Related Services	8	\$186	90%	6%	0%	14.0
Allied Health	5	\$81	33%	65%	2%	25.4
Anthropology	12	\$78	65%	32%	0%	22.3
Art Studies	27	\$93	46%	53%	0%	12.0
Automotive Technology	35	\$150	88%	13%	0%	13.9
Biological Sciences	44	\$82	67%	32%	1%	20.5
Business Administrations and Management	50	\$88	62%	36%	1%	16.6
Business Entrepreneurship	5	\$96	22%	77%	1%	16.4
Chemistry	22	\$110	78%	20%	0%	15.7
Child Care Provider Assistant	6	\$121	66%	34%	0%	15.3

## Institutional Cost Report

Institutional Data & National Means<sup>1</sup> - FY 2011-2012

Academic Discipline	Number of Institutions Reporting	Instructional Costs Per Student Credit Hour	
		<Reporting Institution>	National Means <sup>1</sup>
Accounting, Accounting Technician, Bookkeeping	32	\$97	\$95
Administration of Justice	30	\$91	\$83
Administrative and Secretarial Services	27	\$161	\$124
Agricultural, Forestry & Fisheries	7	\$64	\$157
Agriculture Operations and Related Services	8	\$160	\$186
Allied Health	5	\$204	\$81
Anthropology	12	\$99	\$78
Art Studies	27	\$80	\$93
Automotive Technology	35	\$169	\$150
Biological Sciences	44	\$103	\$82
Business Administrations and Management	50	\$173	\$88
Business Entrepreneurship	5	\$211	\$96
Chemistry	22	\$113	\$110



## Institutional Productivity Report

Institutional Data & National Means<sup>1</sup> - Fall 2011

Academic Discipline	Number of Institutions Reporting	Percent Student Credit Hours Taught by					
		Full-Time Faculty		Part-Time Faculty		Other Full-Time Employees	
		<Reporting Institution>	National Means <sup>1</sup>	<Reporting Institution>	National Means <sup>1</sup>	<Reporting Institution>	National Means <sup>1</sup>
Accounting, Accounting Technician, Bookkeeping	32	57%	70%	29%	29%	0%	0%
Administration of Justice	30	83%	65%	35%	35%	0%	0%
Administrative and Secretarial Services	27	60%	67%	32%	32%	0%	0%
Agricultural, Forestry & Fisheries	7	45%	86%	8%	8%	0%	0%
Agriculture Operations and Related Services	8	26%	90%	6%	6%	0%	0%
Allied Health	5	86%	33%	65%	65%	2%	2%
Anthropology	12	50%	65%	32%	32%	0%	0%
Art Studies	27	44%	46%	53%	53%	0%	0%
Automotive Technology	35	28%	88%	13%	13%	0%	0%
Biological Sciences	44	59%	67%	32%	32%	1%	1%
Business Administrations and Management	50	63%	62%	36%	36%	1%	1%
Business Entrepreneurship	5	79%	22%	77%	77%	1%	1%

## Institutional Student-Faculty Ratio Report

Institutional Data & National Means<sup>1</sup> - Fall 2011

Academic Discipline	Number of Institutions Reporting	Student Credit Hours Taught Per						Student Faculty Ratio <sup>1</sup>	
		Full-Time FTE		Part-Time FTE		Employees FTE		<Reporting Institution>	National Means <sup>1</sup>
		<Reporting Institution>	National Means <sup>1</sup>	<Reporting Institution>	National Means <sup>1</sup>	<Reporting Institution>	National Means <sup>1</sup>		
Accounting, Accounting Technician, Bookkeeping	32	19.2	15.3	18.3	13.8	-	13.7	19.1	14.4
Administration of Justice	30	14.2	17.2	12.9	15.8	-	14.8	13.7	16.5
Administrative and Secretarial Services	27	11.0	14.8	10.2	13.3	-	12.8	10.7	13.8
Agricultural, Forestry & Fisheries	7	30.3	13.0	29.2	12.5	-	-	29.5	12.8
Agriculture Operations and Related Services	8	8.3	14.8	6.5	13.2	-	12.2	7.4	14.0
Allied Health	5	9.4	26.1	8.7	25.3	-	24.3	9.1	25.4
Anthropology	12	17.8	23.1	17.5	22.2	-	21.3	17.6	22.3
Art Studies	27	22.8	12.4	21.7	11.2	21.5	11.8	22.2	12.0
Automotive Technology	35	12.5	14.1	10.9	13.3	-	-	11.6	13.9
Biological Sciences	44	11.8	21.2	10.2	19.9	-	20.4	11.0	20.5
Business Administrations and Management	50	12.4	16.7	11.2	16.0	10.2	15.5	11.5	16.6
Business Entrepreneurship	5	10.1	16.5	8.8	15.4	-	15.4	9.7	16.4
Chemistry	22	7.6	16.2	6.5	15.1	-	-	7.0	15.7



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## What is the NCCCPP?

Bacon ipsum dolor sit amet nulla pork loin ullamco, prosciutto pastrami exercitation pancetta laboris. Reprehenderit filet mignon andouille shankle, magna sausage meatball ad voluptate velit minim shoulder turducken. Ullamco tempor consequat swine boudin. Pork belly nulla in, incididunt ham turducken bacon corned beef officia dolore do short ribs.

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Voluptate ad prosciutto magna, rump flank ground round exercitation...

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### Data integrity

Flank ut bresaola nulla ham dolor beef ribs consectetur boudin...

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February	Enrollment and data collection starts.
July	Participant institutional data due on July 15. Data verification process starts.
August	Verified and updated data are due.
September	New reports available and Peer Comparison Tool is populated with most recent data.

# National Community College **Workforce Training Project** (NCCWTP)

- Again community colleges have a responsibility to plan more carefully, control costs, and account for public funds
- To date community colleges have not had access to nationally normed comparable continuing education and workforce training data

- Provides presidents, workforce training administrators and instructional staff with benchmarks to support
  - Analysis of cost and revenue
  - Strategic planning
  - Internal/external accountability
  - Accreditation
  - Grants

- Collects, analyzes and reports workforce education data on the institutional level
  - Enrollment
  - Revenue / Expenditures / Revenue base / ROI
  - Students / Corporate clients / returning clients
  - Student / client satisfaction
  - Staffing
  - Industry-recognized credentialing
  - Transition from non-credit to credit instruction



Summer 2012		Cooperation with NCCET – MOU signed
Fall 2012		Advisory committee identified data elements
Fall 2012 - Spring 2013		NHEBI develops and tests data collection instrument
Fall 2013	Year 1	Project implementation

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