

Choosing Benchmark Institutions for Institutional Assessment

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Pace University: An Overview

- Urban/suburban university
- Size: 12,704 Students
9,915 FTE
- Major metro area:
18.8 million
- Carnegie Class:
Doctoral Research University
- *US News* Ranking:
3rd Tier National
- Multi-campus university in NYC
metropolitan region
- Sixty-one percent undergraduate
Thirty-nine percent graduate/
professional
- Six Schools/College
Arts and Sciences
Business
Computer Science/
Information Systems
Education
Law
Nursing



What Is Benchmarking and Why Do We Want to Do It?

“Benchmarking is the most cost effective way of introducing best practices to your organization.”

- Benchmarking is a collaborative learning process among a group of companies (higher education institutions) to focus on specific operating practices, compare measures and results, and identify improved processes within their organizations.
- Consortium for Higher Education Benchmarking Analysis

Benchmarking

- **Key Components**
 - Data gathering in the form of detailed surveys of measures and processes;
 - Identification of best performers; and
 - Site visits to the best companies.
- **Benchmarking Looks at Best Practices**
 - Internally among divisions;
 - Within the industry; and
 - Outside the industry - “out-of-box”.
- Consortium for Higher Education Benchmarking Analysis

Benchmarking Not New at Pace

- Schools of the University
 - Lubin School of Business
 - Peers, Aspirants, Competitors
- Divisions of the University
 - Human Resources
 - Compensation
- Committees of the University
 - Planning and Budgeting Committee in collaboration with Enrollment Management

Creation of University Benchmarks

- Board of Trustees and former President interested in tracking Pace's progress on *U.S. News and World Report* academic and growth variables
- Financial ratios were added to the performance indicators
- Result was the Pace Scorecard

The Pace Scorecard and the University Benchmarks

- Twelve Institutions
- Eighteen Performance Indicators
 - Academic
 - Growth
 - Financial

Who Were Pace University's Original Benchmark Institutions?

- American University
- Fordham University
- George Washington University
- Hofstra University
- Northeastern University
- New York University
- Temple University
- St. John's University (NY)
- Seton Hall University
- University of Pittsburgh
- University of Miami (FL)
- University of Southern California

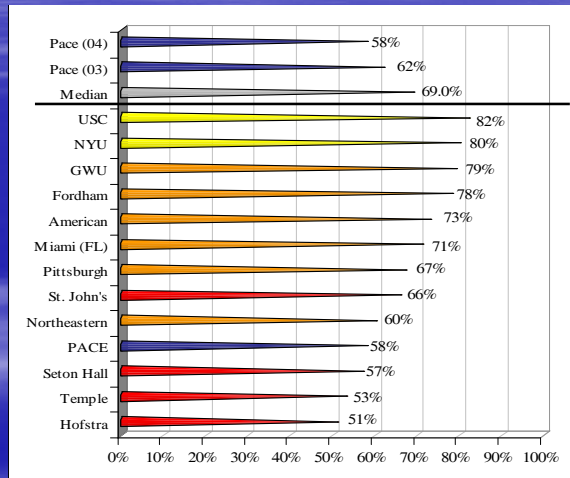
Academic and Growth Indicators

- Freshman Retention Rate
- Predicted Graduation Rate
- Actual Graduation Rate
- Average SAT Scores
- Freshmen in Top 10%
- Selectivity Rate
- Peer Assessment
- Percent of Full-time Faculty
- Percent of classes <20
- Percent of classes => 50
- FTE Enrollment Growth
- Tuition and Fees Growth

Financial Ratios

- Adjusted primary reserve ratio
- Adjusted viability ratio
- Debt service ratio
- Total debt to total capitalization ratio
- Return on net assets ratio

6 Year Graduation Rates for AY2003-2004



Why Were the University Benchmarks Changed?

- New Executive Leadership
- Aspirants Unrealistic
- Desired benchmarks more like Pace
- Wished to emulate "Best Practices" of similar institutions

Is One Set of Benchmark Institutions Enough?

- National University Benchmarks
- Aspirant Benchmarks
- New York City Campus Competitor Benchmarks
- Pleasantville Campus Competitor Benchmarks

How Were the New Benchmarks Chosen?

- Carnegie Foundation Classifications
- IPEDS (Integrated Postsecondary Education Data System) Data
- IPEDS Reports
- Admissions Cross Applications – Admitted Student Questionnaire
- NACUBO (National Association of College and University Business Officers) Endowment Data
- *US News & World Report* Data

What Important Characteristics of Pace University Were Considered Before Utilizing the Data Tools?

- Composition of the Leading Programs
- Diversity of the Student Body
- Blend of Theory and Practice
- Amount of Student Contact
- Faculty/Student Research
- Strong Track Record with Middle Ability Students
- Urban/Suburban Campuses
- Engagement in Community Service
- High Enrollment of Transfer Students
- Program Levels
- Size

Competitor Benchmarks

Based on Fall 2008 ASQ

- | | |
|---------------------------|------------------------------|
| ▪ New York City Campus | ▪ Pleasantville Campus |
| ▪ New York University | ▪ Fordham University |
| ▪ Fordham University | ▪ Iona College |
| ▪ St. John's University | ▪ Quinnipiac University |
| ▪ CUNY Baruch | ▪ Hofstra University |
| ▪ Hofstra University | ▪ St. John's University |
| ▪ CUNY Hunter | ▪ Manhattanville College |
| ▪ SUNY Binghamton | ▪ Northeastern University |
| ▪ SUNY Stony Brook | ▪ SUNY Binghamton |
| ▪ Boston University | ▪ Sacred Heart University |
| ▪ Northeastern University | ▪ College of Mt. St. Vincent |
| ▪ Rutgers (New Brunswick) | ▪ CUNY Hunter |
| ▪ SUNY Albany | ▪ Adelphi University |

Carnegie Foundation Classifications

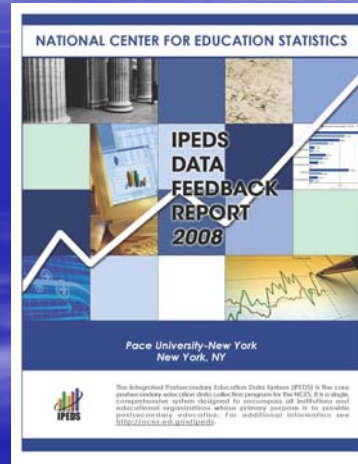
- Control
- Enrollment
- Undergraduate Instructional Program
- Graduate Instructional Program
- Enrollment Profile
- Undergraduate Profile
- Size and Setting
- Basic Classification

Pace's Carnegie Classification Profile

- Control – Private
- Enrollment (2004) – 13,670
- Undergraduate Instructional Program – Professional + Arts & Sciences/Some Graduate Coexistence
- Graduate Instructional Program – Doctoral/Humanities & Social Sciences Dominant
- Enrollment Profile – Majority Undergraduate
- Undergraduate Profile – Full-time, four year/Selective/Higher Transfer In
- Size and Setting – Medium four-year, primarily residential
- Basic Classification – Doctoral Research University
- Community Engaged Designation

IPEDS Data and Reports

- IPEDS Individual Institution Data Feedback Report
- IPEDS Data Feedback Report for Focus Institution (Pace University) and 12 Benchmarks



National Center for Education Statistics

IPEDS Data Feedback Report 2007

Focus institution=Pace University-New York

| Chart/Indicator | Focus Institution | Comparison Group Median |
|--|-------------------|-------------------------|
| Unduplicated 12-month headcount of all students and of undergraduate students, total FTE enrollment (academic year 2005-06), and full- and part-time fall enrollment (Fall 2006) | | |
| Unduplicated headcount - total (N=12) | 17,779 | 19,881 |
| Unduplicated headcount - undergraduates (N=12) | 10,802 | 11,956 |
| Total FTE enrollment (N=12) | 12,585 | 15,768 |
| Full-time fall enrollment (N=12) | 7,278 | 11,904 |
| Part-time fall enrollment (N=12) | 6,185 | 4,630 |
| Percent of all students enrolled, by race/ethnicity, and percent women: Fall 2006 | | |
| White, non-Hispanic (N=12) | 40% | 56% |
| Black, non-Hispanic (N=12) | 9% | 8% |
| Hispanic (N=12) | 8% | 7% |
| Asian or Pacific Islander (N=12) | 8% | 7% |
| American Indian or Alaska Native (N=12) | 0% | 0% |
| Race/ethnicity unknown (N=12) | 29% | 14% |
| Nonresident alien (N=12) | 6% | 4% |
| Women (N=12) | 61% | 56% |
| Academic year tuition and required fees for full-time, first-time, degree/certificate-seeking undergraduates: 2004-05--2006-07 | | |
| 2006-07 (N=12) | \$30,086 | \$25,180 |
| 2005-06 (N=12) | \$25,384 | \$23,415 |
| 2004-05 (N=12) | \$22,712 | \$22,060 |

U.S. News & World Report Data

- *US News Tier*
- Academic Reputation
- Average Freshman Retention Rate
- Predicted Graduation Rate
- Actual Graduation Rate
- Percent of Classes Under 20
- Percent of Classes of 50 or more
- Percent of Faculty who are full-time
- SAT/ACT 25th-75th percentile
- Freshman in top 10% of High School Class
- Acceptance Rate
- Average Alumni Giving Rate
- Tuition Factors
- Program Similarity

Financial Issues

- IPEDS data
- NACUBO data
- *U.S. News & World Report data*

Recommended National University Benchmarks

- American University
- Fordham University
- Hofstra University
- Northeastern University
- Seton Hall University
- St. John's University
- Temple University
- Duquesne University
- DePaul University
- University of San Diego
- Drexel University
- Adelphi University

Recommended Aspirant Benchmarks *2008 US News & World Report Edition*

- **Syracuse University**
- University of Delaware
- University of Dayton
- Loyola University (Chicago)
- St. Louis University
- Marquette University
- Baylor University
- **Miami University (Ohio)**
- **University of Pittsburgh**
- **Boston University**
- **George Washington University**

Discussions with President and Provost

- Review of control and size
- President's blending of recommended National Benchmarks, actual competitors and perceived competitors
- President's emphasis on *U.S. News & World Report* variables
- Provost's interest in "Quality-centric"

Evolving Benchmarks "Metropolitan Benchmarks"

- Quality Centric
 - Boston University
 - Northeastern University
 - Fordham University
 - Drexel University
 - Hofstra University
 - New School University
 - St. John's University

Sharing Fall 2007 Competitor Benchmarks with Faculty

- Competitor Benchmarks for both campuses are distributed to both campus Faculty Councils
- Faculty questioned inclusion of institutions like New York University
- Faculty requested separate retention and graduation data by campus in addition to University total

Benchmarking Takes Various Forms

- National Survey of Student Engagement Carnegie Benchmarks – Doctoral Research Universities
 - * *U.S. News & World Report* variables
 - * Education Trust graduation rates
- NCAA Graduation Rates for National Benchmarks and Competitor Benchmarks

Benchmarking Used Widely at Pace

- Additional Schools Using Benchmarks
 - * Lienhard School of Nursing
 - * Seidenberg School of Computer Science and Information Systems
- Co-Op Education and Career Services
- Several administrative units
 - Major benchmarking assessment for Human Resources

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