



Leveraging Benchmarking Data to Understand Your Investments: Perspectives from Oregon State

Agenda

- Speaker Introductions
- HelioCampus Benchmarking Consortium Overview
- Leveraging Benchmarking Data: Perspectives from Oregon State
- Benchmarking Consortium Data & Links to Outcomes
- Q&A

Speaker Introduction



Nicole Dolan

Director of Budget Development,
Oregon State University



Ranjani Kirtane

Director of Research, HelioCampus

HelioCampus Benchmarking Consortium Overview



Our methodology and approach ensures an apples to apples result that we link to your institution's strategy and outcomes

- We focus on measuring the Human Capital Investment (HCI*) across your institution
- We consistently map administrative and academic activities to our Standard Activity Model (SAM™)
- We provide internal and external HCI metrics to improve decision-making



We serve 77 active member institutions in 35 States and Canada



We provide actionable internal and external Human Capital Investment (HCI) benchmarks using our SAM™

Standard Activity Model (SAM™)



ACADEMICS

- Teaching
- Research
- Service

New for 2021!



COMMUNICATIONS

- Marketing and Communication
- Public Affairs



DEVELOPMENT

- Alumni Relations
- Fundraising
- Prospect Management, Research and Analytics



FACILITIES

- Capital Planning and Management
- Construction Services, Maintenance and Repair
- Energy and Utilities
- Environmental Health and Safety
- Grounds
- Custodial Services
- Public Safety
- Transportations



FINANCE

- Accounts Payable
- Budget and Financial Planning
- Financial Reporting
- General Accounting
- Payroll Processing
- Procurement
- Student Accounts



GENERAL ADMINISTRATION

- Executive Leadership
- Departmental Support
- Legal Services



HUMAN RESOURCES

- Benefits
- Classification and Compensation
- Employee and Labor Relations
- Hiring
- Training



INFORMATION TECHNOLOGY

- Application Development
- Education Technologies
- Infrastructure and Operations
- Security and Privacy
- User Support



RESEARCH ADMINISTRATION

- Pre-Award
- Post-Award
- Research Compliance



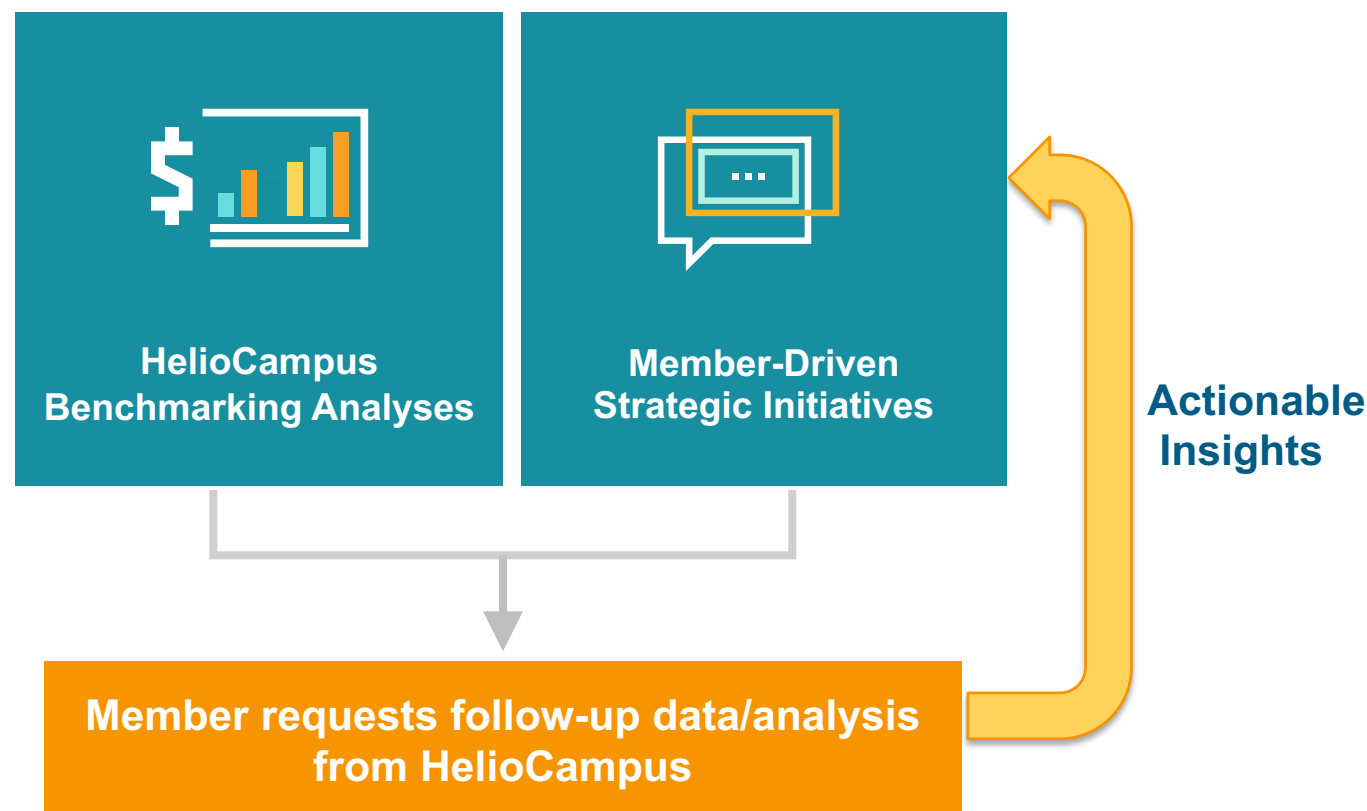
STUDENT SERVICES

- Academic Advising
- Admissions
- Career Services
- Dining Services
- Diversity
- Financial Aid
- International Programs
- Recreational Services
- Registration
- Residential Services
- Student Engagement
- Tutoring and Learning Support

How Members Can Use HelioCampus Benchmarking Analyses & Data

Members can use the HelioCampus benchmarking analyses and data to:

- Identify focus areas of higher staffing intensity for your university⁺
- Request follow-up data/analysis from HelioCampus to identify drivers at the division, dept, title and/or employee level
- Enhance understanding of centralized and decentralized investments
- Use data and insights on investment drivers to inform strategic initiatives and budget-planning processes
- Connect with other consortium members to share and learn about best practices



⁺Members can identify focus areas via top-down (university strategic initiatives) and/or bottom-up (driven by HelioCampus insights) methods

How Oregon State University leverages benchmarking data to understand our investments



Oregon State
University

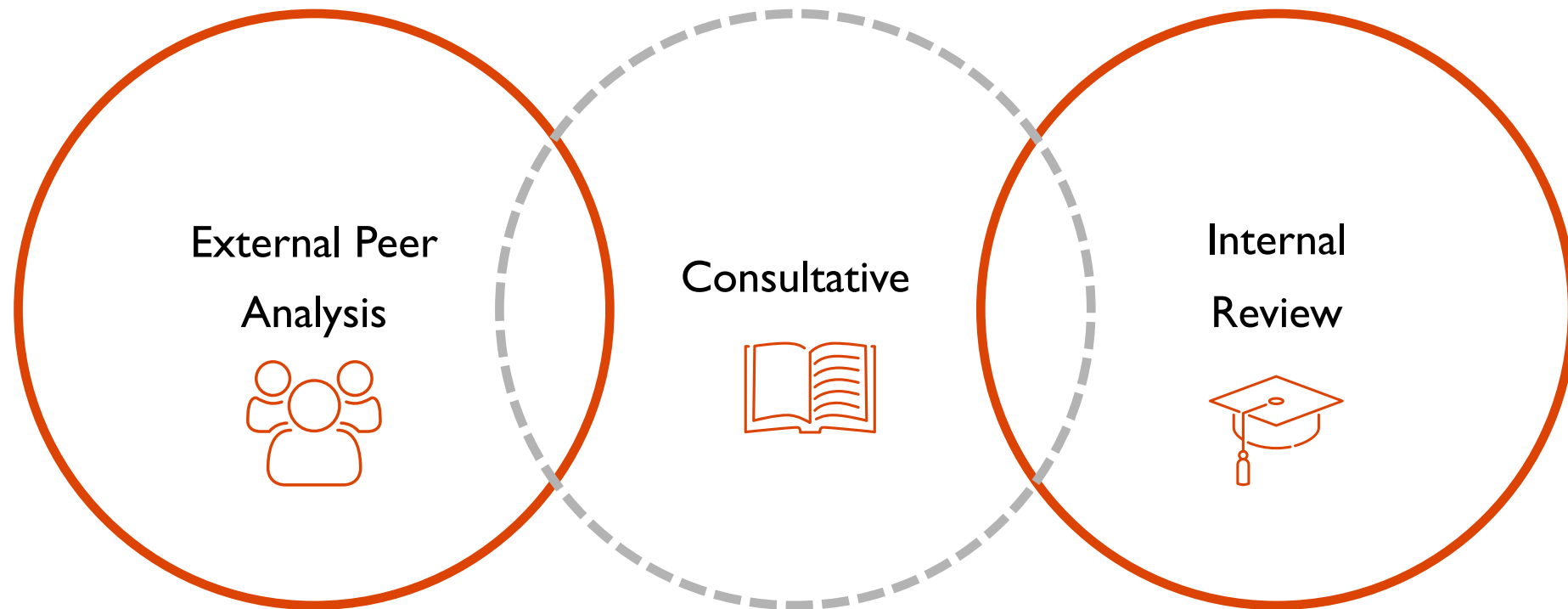
Oregon State University



- ❖ An R1 international public research university
- ❖ 1 of 3 land, sea, space and sun grant universities in the U.S.
- ❖ Operating budget = \$1.4B and \$450M in research awards
- ❖ 32,312 total students = 26,644 undergraduates, 5,668 graduates/professional



3 Benchmarking Analysis





Benchmarking Data Analysis



Custodial Services – Review existing services against peers to help make decisions on spend and whether contracting the services is better.



Project Management Office – Talk with other universities about what worked and didn't work for PMO offices.

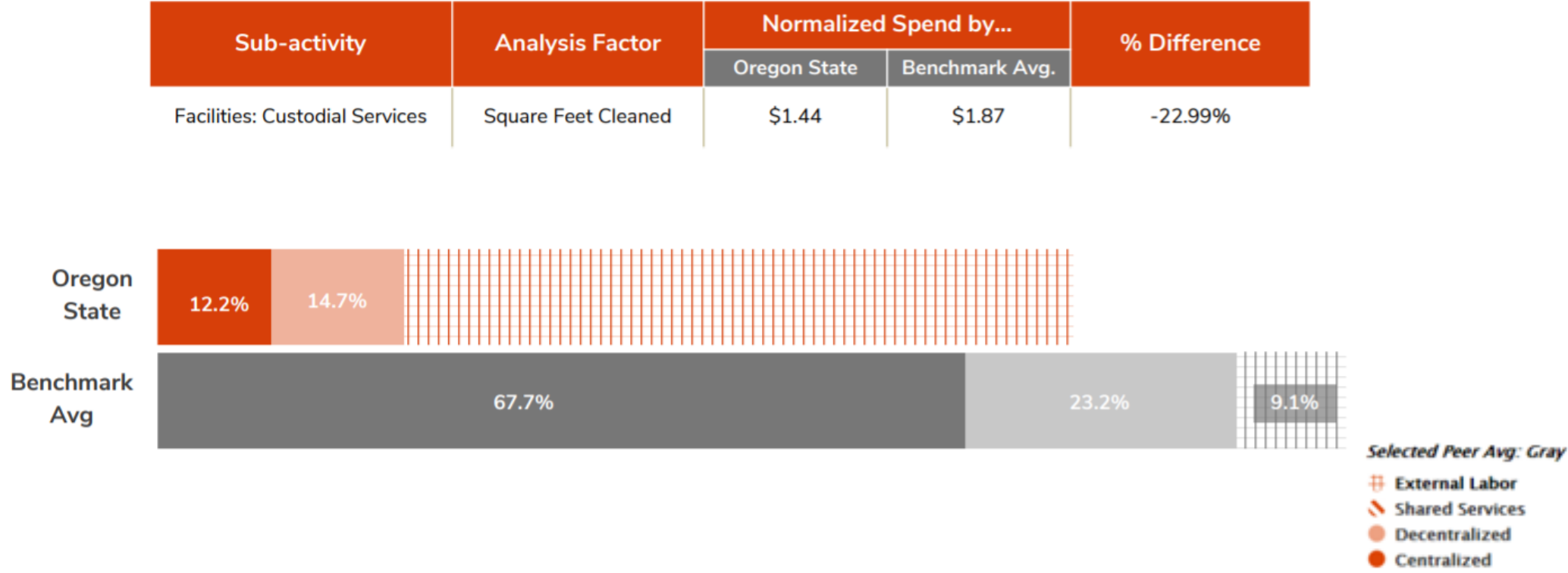


Student Success – Reviewed investments to determine areas that were succeeding and areas that could use improvement



Custodial Services

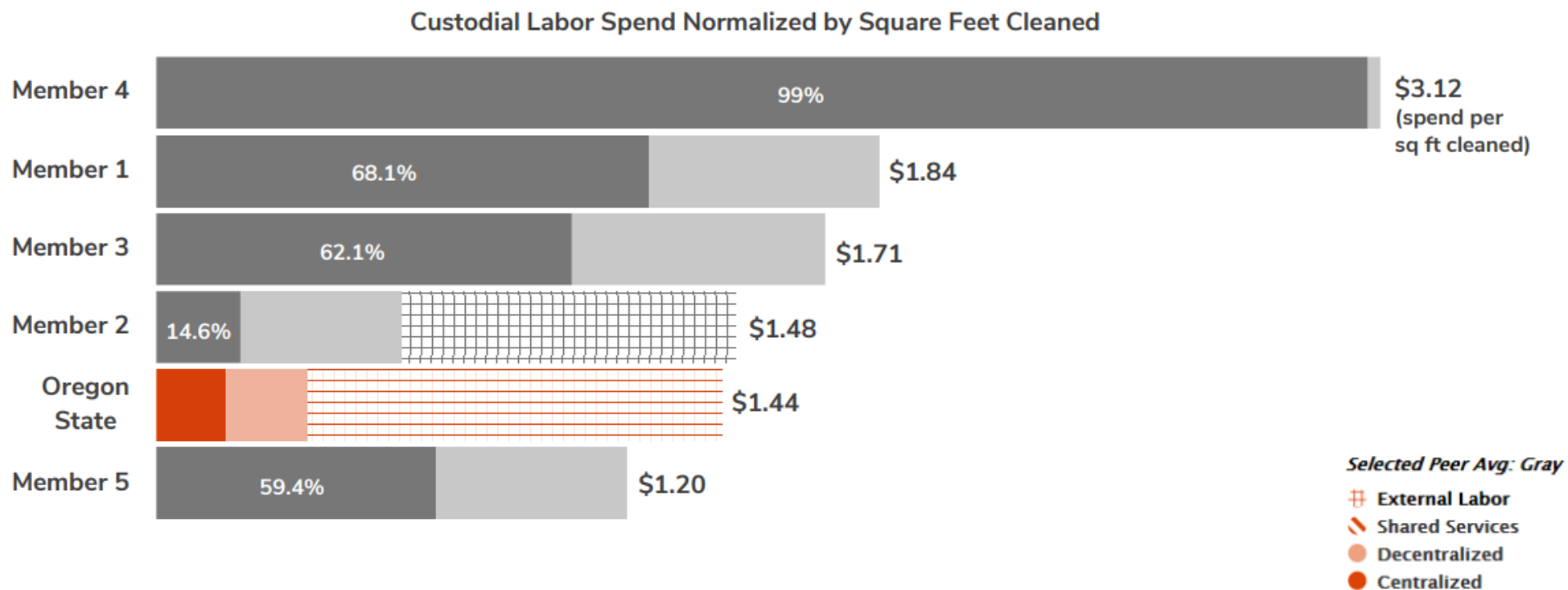
Oregon State FY19 spend for Custodial Services is leaner than benchmark average





Custodial Services

Oregon State FY19 has a higher external labor % than benchmarks, but still is leaner than most





Project Management Office

Project Management Offices

University	Name of PM Department	Number of Staff	Titles within PM Department
Member 6	IT Project Management Office	5	<ul style="list-style-type: none">• Assoc VP for IT Strategic Operations• Director of IT Project Management Office• Senior Business Analyst• IT Project Manager
Member 7	Enterprise Project Management Office	9	<ul style="list-style-type: none">• Director• Asst Director, Process Improvement & Business Analysis• Asst Director, Project Management• Process / Business Analyst• Project / Program Manager
Member 8*	Strategic Project Management Office	7	<ul style="list-style-type: none">• Project Manager• Business Analyst
Member 9	Information Services Project Management Office	9	<ul style="list-style-type: none">• Director of IT Programs & Projects• Enterprise IT Project Manager• IT Business Analyst
Member 10	Portfolio & Project Management Office	17	<ul style="list-style-type: none">• Director• IT Project & Process Manager• IT Project Management Support Specialist• IT Project Manager (various levels)

*Note that the Member 8's Project Management office is located at the system level



Student Success

Standard Activity Model (SAM)

Student Services



- Academic Advising
- Admissions
- Career Services
- Dining Services
- Diversity
- Financial Aid
- International Programs
- Recreational Services
- Registration
- Residential Services
- Student Engagement
- Tutoring and Learning Support



Student Success

College N has highest overall Student Services spend per student, while College D has the lowest

College (# Undergrads)	Overall SS Spend (per student)	Academic Advising	Admissions	Career Services	Diversity	Financial Aid	International Programs	Registration	Student Engagement	Tutoring & Learning Support	Other
College D (7,759)	\$295.81	\$175.12	\$21.21	\$33.23	\$18.95	\$3.93	\$1.11	\$10.05	\$7.36	\$4.99	\$19.85
College E (738)	\$475.87	\$306.66	\$71.30	\$53.42	\$0.00	\$0.00	\$2.83	\$20.33	\$12.19	\$0.05	\$9.10
College P (2,177)	\$466.00	\$296.97	\$33.09	\$36.83	\$0.00	\$8.90	\$8.90	\$22.03	\$35.40	\$0.05	\$23.83
College M (3,733)	\$547.81	\$209.45	\$134.22	\$75.00	\$0.00	\$16.90	\$0.84	\$30.71	\$17.72	\$5.18	\$56.91
College V (3,161)	\$322.05	\$170.08	\$26.11	\$52.46	\$5.90	\$0.00	\$0.00	\$5.94	\$8.83	\$13.52	\$39.21
College N (910)	\$650.75	\$261.94	\$90.98	\$62.36	\$0.00	\$4.23	\$89.25	\$87.47	\$40.60	\$0.00	\$13.81
College T (2,336)	\$320.69	\$186.07	\$30.24	\$17.71	\$2.34	\$4.19	\$5.78	\$18.98	\$2.91	\$0.06	\$51.62
College G (3,897)	\$303.78	\$219.66	\$1.28	\$38.87	\$0.00	\$0.00	\$0.00	\$16.22	\$15.62	\$2.91	\$9.21
Average (3,089)	\$422.84	\$228.24	\$51.05	\$46.24	\$3.40	\$4.77	\$13.59	\$26.47	\$17.58	\$3.34	\$27.94

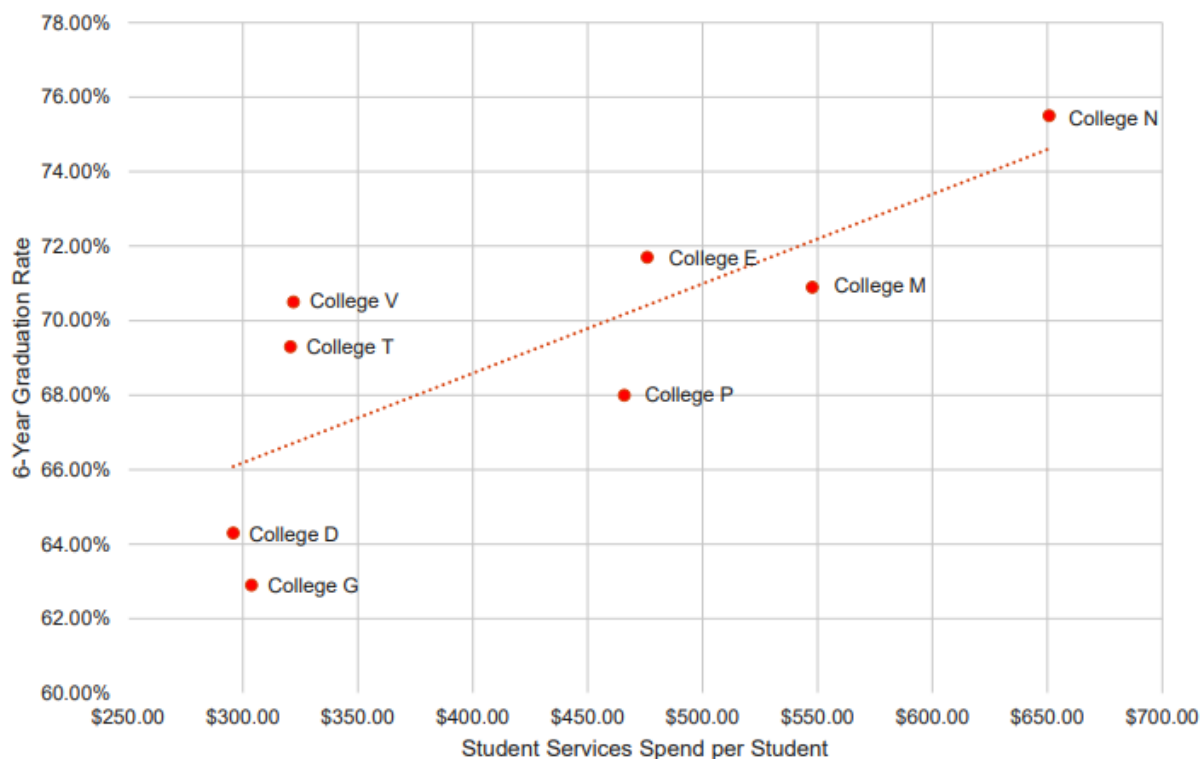
Blue = college with lowest spend per student (did not include for categories where multiple colleges had \$0 spend per student)
Orange = college with highest spend per student

NOTE: Recreation Services and Residential Services were less than a dollar across all colleges, so are not included in this table.



Student Success

Higher student services spending is correlated with higher 6-year graduation rates



Colleges with lower student services spend have lower graduation rates, most notably College D and College G.

Where the student services spend is higher, those colleges tend to have higher graduation rates, with College N being a strong standout school.



Student Success

College N is a leader for graduation rates, particularly for Pell Grant and URM students

College (# Undergrads)	Avg. Incoming Freshman SAT Score	Avg. Cumulative GPA as of FY18	Pell Grant Recipients	Honors Students
College N (910)	1149	3.09	48.13%	1.80%
Average (3,089)	1174	3.07	38.34%	4.61%

Low incoming SAT scores and a high percentage of Pell Grant recipients are typically associated with lower grad rates. Instead, College N has the highest 6-year graduation rate, as well as high retention and graduation rates for Pell Grant recipients and underrepresented minorities.

College (# Undergrads)	Cohort		Pell Grant Recipients		Underrepresented Minorities	
	1-Year Retention Rate	6-Year Grad Rate for Class of 2012	1-Year Retention Rate	6-Year Grad Rate for Class of 2012	1-Year Retention Rate	6-Year Grad Rate for Class of 2012
College N (910)	74.40%	75.50%	87.50%	66.70%	100.00%	66.70%
Average (3,089)	82.65%	69.14%	79.43%	62.86%	80.93%	64.19%



Student Success

College D has the highest achieving students yet the graduation rate, particularly for Pell Grant and URM students, is amongst the lowest

College (# Undergrads)	Avg. Incoming Freshman SAT Score	Avg. Cumulative GPA as of FY18	Pell Grant Recipients	Honors Students
College D (7,759)	1260	3.15	24.02%	7.10%
Average (3,089)	1174	3.07	38.34%	4.61%

Based on incoming data, students in College D should be most likely to have positive outcomes. While the college's 1-year retention rate is high, they have one of the lowest 6-year graduation rates.

College (# Undergrads)	Cohort		Pell Grant Recipients		Underrepresented Minorities	
	1-Year Retention Rate	6-Year Grad Rate for Class of 2012	1-Year Retention Rate	6-Year Grad Rate for Class of 2012	1-Year Retention Rate	6-Year Grad Rate for Class of 2012
College D (7,759)	86.60%	64.30%	80.60%	57.50%	81.70%	57.40%
Average (3,089)	82.65%	69.14%	79.43%	62.86%	80.93%	64.19%



Student Success

Next Steps:

- Review the data again after the Pro School change in College D to see if the change is helping in student success
- Identify best practices based on College N's success
- Share information across the colleges
- Review 4-year graduation rates and determine if trends are consistent

Questions?



Oregon State
University

Benchmarking Consortium Data & Links to Outcomes

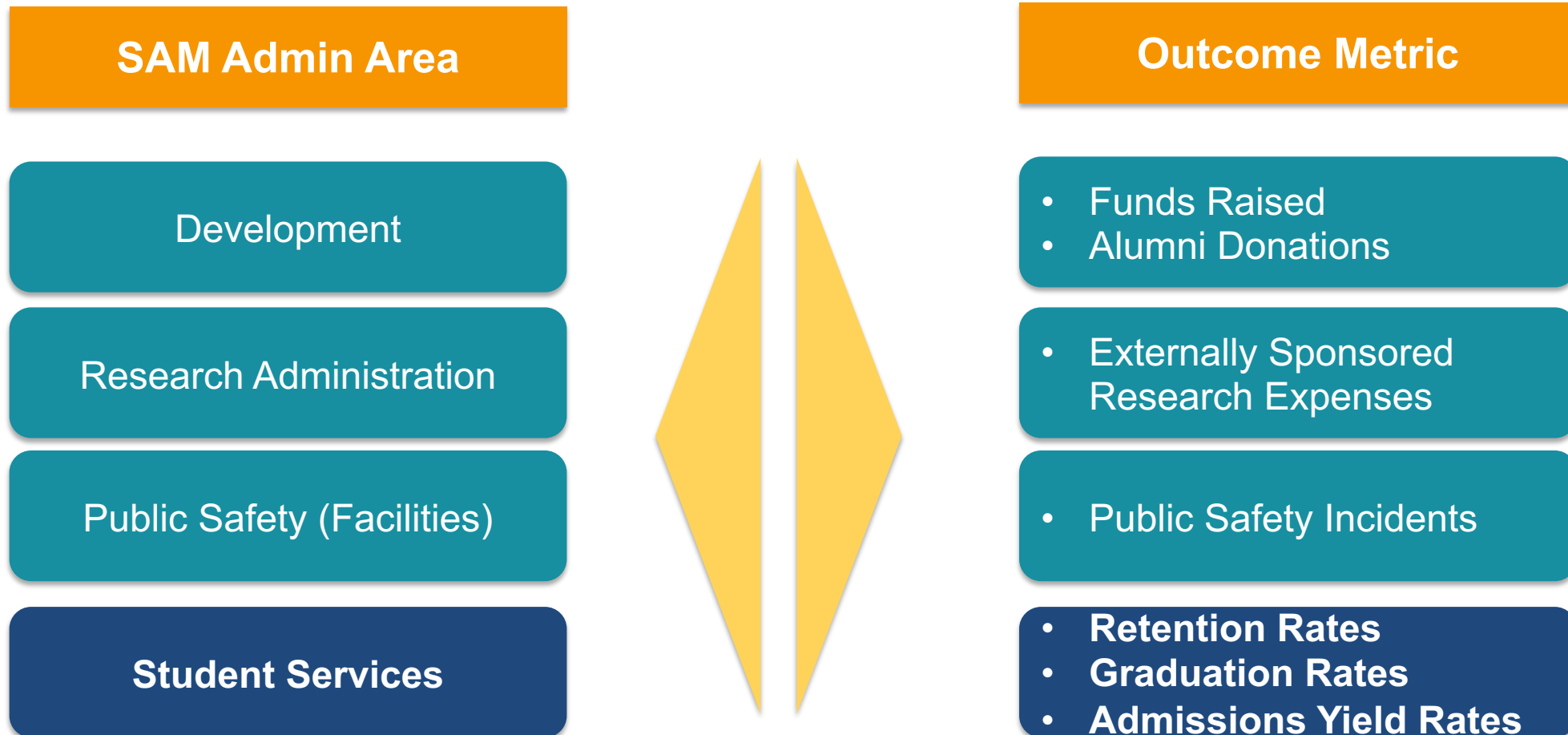


Combining human capital investment & outcome data provides more powerful insights

Evaluating human capital investment (HCI) levels in conjunction with outcome metrics allows benchmarking consortium members to:

- Understand how their administrative HCI relates to outcomes
- Compare their relationship between HCI and outcomes to benchmarks
- Set outcome-based targets and align their resource allocation decisions accordingly
- Evaluate trends in outcomes and HCI over time compared to benchmarks

We can use outcome metrics to evaluate the ROI of admin HCI across several areas



Student Outcomes Analysis: Overview

- Rising concerns about the cost of higher education and student debt have placed an increased emphasis on the effectiveness, or ROI, of a college education
- With growing budget constraints, colleges and universities are also looking to increase the efficiency of student services
- We have quantified the efficiency and effectiveness of your student services to identify opportunities for change, by comparing your administrative human capital investment and student outcome metrics to comparable universities



We focused on the Student Services sub-activity areas of the Standard Activity Model (SAM™)

Standard Activity Model (SAM™)



Student Services Investments & Outcomes Analysis: Considerations



This analysis is designed to highlight student services areas that are key drivers of student outcomes at a high level. We focused on FY20 data since it is the most recent available consortium data, but recognize that COVID-19 may have impacted the results.



We focused on FY20 investment data and the relationship with student outcome metrics in Fall 2020, but it is important to note that student services initiatives may have outcome gains realized over longer timescales.



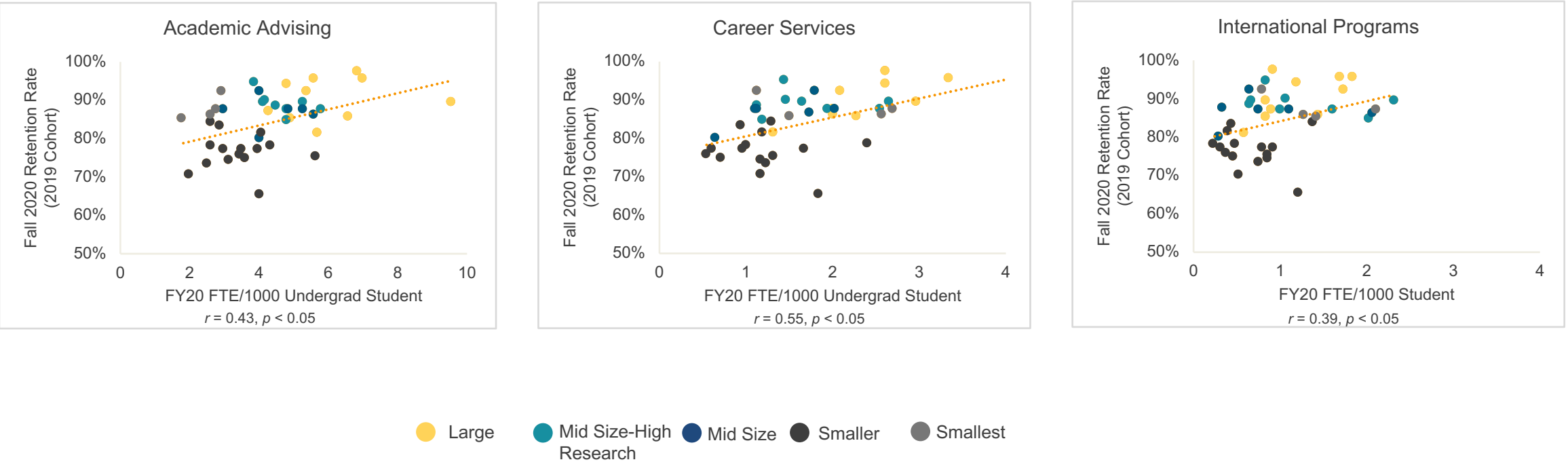
This analysis does not account for *student services quality* and *student satisfaction*. These are important outcome metrics that must also be considered in evaluating the impact of student services initiatives.

We collected the most recent publicly available student outcome metrics in the areas of Admissions Yield Rate, Retention, and Graduation Rates

Relevant Outcome Metric	Source	Description
Admissions yield rate	National Center for Education Statistics: College Navigator, Common Data Set, & Member IR Websites	The percent of admitted students that enrolled in Fall 2020
Full-time retention rate	National Center for Education Statistics: College Navigator, Common Data Set, & Member IR Websites	The percent of fall 2019 first years that remained enrolled in Fall 2020*
6-year graduation rate	National Center for Education Statistics: College Navigator, Common Data Set, & Member IR Websites	The overall 6-yr grad rate for students in the Fall 2014 cohort.
6-year graduation rate for under-represented minorities	National Center for Education Statistics: College Navigator, Common Data Set, & Member IR Websites	<p>The overall average 6-yr grad rate (2014 cohort) for students in the following IPEDS demographic categories:</p> <ul style="list-style-type: none"> American Indian or Alaska Native Black, non-Hispanic Hispanic Native Hawaiian or Other Pacific Islander Two or more races

*For members where Fall 2020 retention rates were not available, the most recent publicly available values were used instead (typically Fall 2019) (N=6)
 Note: For universities with multiple campuses, weighted averages based on student populations were used in all cases where data were available at the individual campus level.

Higher investments in Academic Advising, Career Services, & International Program administrative investments were related to higher retention rates



Note: Significant positive correlations were also found between spend/student investments in these areas and retention rates.

Source: **HelioCampus benchmarking consortium data**, N=43 universities with benchmarkable FY20 data

Higher admin investments across several Student Services sub-activities were related to higher 6-year graduation rates



Note: Significant positive correlations were also found between spend/student investments in these areas and retention rates.

Source: **HelioCampus benchmarking consortium data**, N=43 universities with benchmarkable FY20 data

Student Services admin investment areas that were related to higher retention & graduation rates were focused on aspects of the student college experience



*No significant positive correlations were found between Admissions Yield Rate and investments in Student Services sub-activity areas

Note: A significant positive correlation was found between Student Engagement spend/student and 6 yr grad rates, but this correlation was not significant for Student Engagement FTE/student

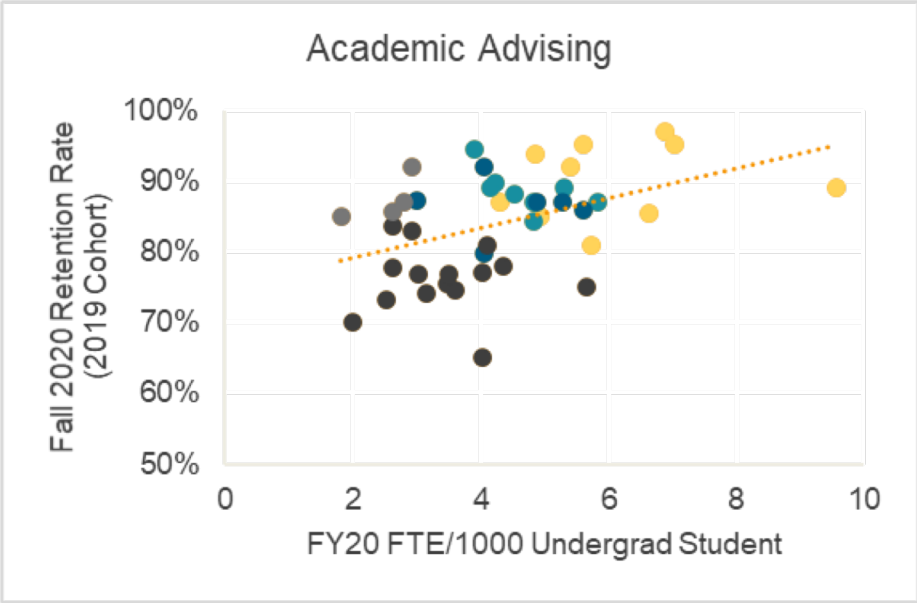
Members vary in their selectivity and standardized test scores – different student populations require different types of student services

Selectivity Variable	Member Size Category				
	Large	Mid-Size High Research	Mid-Size	Smaller	Smallest
Median % Admitted (Fall 2020)	66%	69%	83%	87%	79%
Median ACT 25 th Percentile Score	25.5	23	22	20	26

Variability in member selectivity and student populations are likely drivers of our findings
Student services investments must be tailored to the needs of the student population

Source: HelioCampus benchmarking consortium data, N=43 universities with benchmarkable FY20 data

After controlling for student standardized test scores and selectivity, the only correlation that remained significant was between Academic Advising investments & retention rates



Correlation before controlling for ACT Composite 25th percentile score = 0.43, $p < 0.05$
Correlation after controlling for ACT Composite 25th percentile score = 0.49, $p < 0.05$
Correlation after controlling for % Admitted (Selectivity) = 0.34, $p < 0.05$

Large Mid Size-High Research Mid Size Smaller Smallest

Most correlations between Student Services admin investments & student outcomes were no longer significant after controlling for standardized test scores and selectivity— suggesting that the student population characteristics for each member size-category drive investment needs

Note: A significant positive correlations were also found between spend/student Academic Advising spend/undergrad student & retention rates after controlling for ACT Composite 25th percentile score
Source: **HelioCampus benchmarking consortium data**, N=43 universities with benchmarkable FY20 data

Q&A



Thank you

HelioCAMPUS

