



Managing and Enhancing the Performance of Your University

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Introduction: Danny McConnell

- Partner in Deloitte
- Performance Management and Analytics Focus
- Key Sectors Higher Education and Health
- Led technology enabled projects for over 15 years
- Worked across the HE sector for the past 8 years

Perspectives on managing and enhancing performance in your University

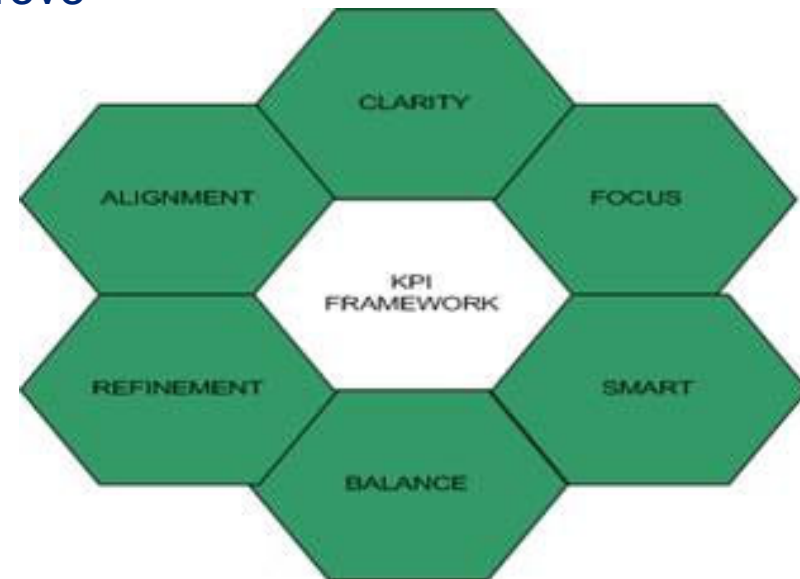


- Perspectives based on the student lifecycle
- Rationale - the volume of student related data that is collected, including
 - Application criteria
 - Student accommodation
 - Student management
 - Student performance
 - Timetabling
 - Course evaluation
 - Student destination
 - Alumni

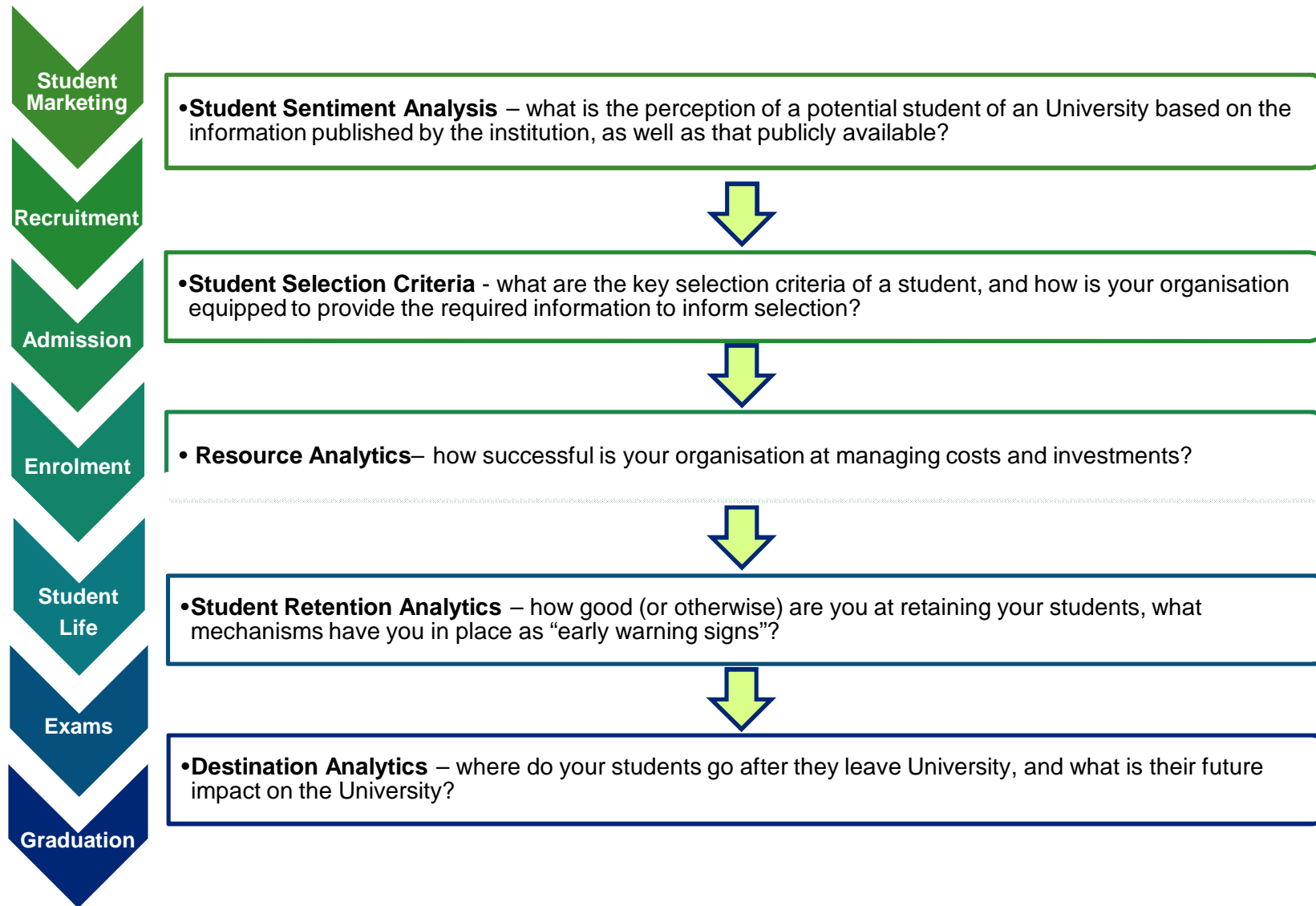
What is Performance Management?

Performance Management:

“ is about achieving the goals of an organisation through good management and delivery, but this depends on more than systems and processes. An emphasis on performance measurement carries with it the risk that the process becomes an end in itself. The fundamental objectives of performance management in the public sector are to improve services; and improve accountability”.



Examples of Performance Management Solutions within the HE Sector

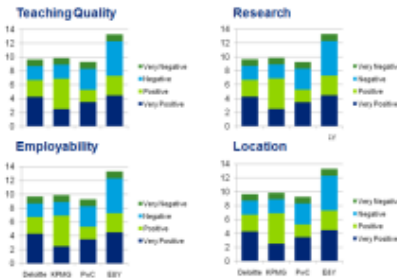


Student Sentiment Analysis

What is the perception of a potential student of an University based on the information published by the institution, as well as that publicly available?

accurate advanced answer to question answered properly **better** career's service to help **charity** collaboration convenient creative cultural diversity deliver developing **development** **drive** easy easy to access **excellent** expert **fair** fast **free** functioning fundraising events global good help help students helpful interest join **joined** kind leading like loyal mature **opportunities** peninsula innovations recruiting reputable resolved satisfied shortly stable strength **success** successful **support** supported sustainability

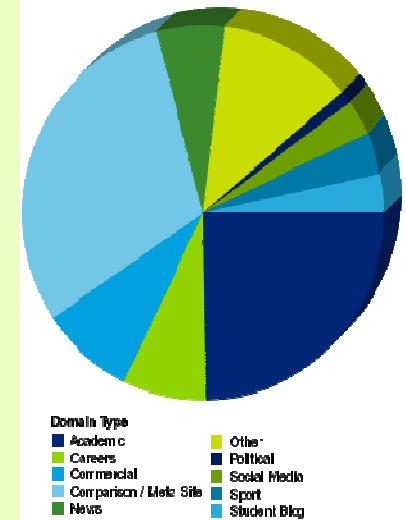
A positive word cloud



Sentiment Score Comparison

Case Study 1: UK University

1. Recently worked with a leading UK University to understand the impact of perception (sentiment) amongst opinion-formers, students and recruiters on the internet and various social media platforms
2. The objective of Sentiment Analysis is to understand the public perception of an organisation, brand, product or service.
3. Key themes examined included:
 - Teaching quality
 - Research
 - Alumni
 - Employability
 - Location
4. Information from the internet searched, collated and collected using a “web crawling tool” – this data was then analysed using a tailor-made linguistic model based on key words and language associated with the University, and a number of peer organisations



Student Selection Criteria

What are the key selection criteria of a student, and how is your organisation equipped to provide the required information to inform selection?

- Cost, Scholarships and Financial Assistance
- Quality and Reputation
- The type of University (e.g. Research focused, vocational orientated, etc.)
- Admission Requirements
- Program Availability
- Course Content
- University Size
- Location
- Accommodation
- Student Life
- Transport
- On-site Day Care
- Average Age of the Student Body
- Lecturing Experience
- Alumni

Source: The Sodexo University Lifestyle Study 2010

Your University

Challenges posed by this research in terms of performance management and analytics for your University:

1. How available is this information for your University?
2. How is it displayed?
3. Is this “selection” information all in one place?
4. Do you monitor the usage of your website – is this confined to simply the number of hits, or more substantial analytics?
5. Do you provide social networking for your University – if so, do you monitor the Tweets, analyse the Followers and those Following?

Resource Analytics

How successful is your organisation managing costs and investments?

The key resources of your University:

- Staff
- Space
- Support functions
- Student Income
- Research Income

1. How does your University use this information?

2. Is there a consistent view of this information across your organisation?

3. Is all cost and income information held securely in one system?

4. How do you undertake scenario planning for costs, income, courses, staff, etc.?

Case Study 2: UK University

A recent project with an UK University focused on:

1. Determining the full economic cost of the University
2. Analysis this within the University in terms of course, faculty, year, location, etc.
3. Developing a forward looking 3 year model for these costs
4. Developing a forward looking 3 year model of student income
5. Building into the model scenario planning or “what if” functionality to model the impact of fluctuations in costs or income, e.g. Increased student fees

Student Retention Analytics

How good (or otherwise) are you at retaining your students, what mechanisms have you in place as “early warning signs”?

Population size	474	18,946	2.5%
Profile	Cluster Avg	Overall Avg	%diff mean
Gender : Male	58%	51%	13.0
Age (at creation)	21.34	20.94	1.9
Number of majors	1.52	2.30	-34.0
Total fees (2004 - 2009)	\$ 5,146	\$ 19,194	-73.2
Number of units completed	4.07	15.04	-73.0
Average CBS contact hrs/sem	3.28	8.32	-60.6
Has taken summer school units	3%	18%	-84.8
SNA: Local transitivity	0.67	0.51	33.1
SNA: Page rank	0.000046	0.000076	-39.2
TER	83.76	83.10	0.8
Graduated	0%	49%	-99.6
Churn	99%	12%	735.3
Curtin KPIs	Cluster Avg	Overall Avg	%diff mean
KPI 1: Unit satisfaction (eVALUate)*	11%	19.20%	-42.0
Average eVALUate score	3.0	3.0	-0.9
KPI 2: Course satisfaction (CEQ)	0.0%	19.9%	0.0
Average CEQ score	-	3.68	0.0
KPI 4: Domestic fee paying*	36%	15%	139.6
KPI 5: International Onshore*	38%	42%	-9.5
KPI 6: CGS students (HECS)	26%	43%	-39.2
KPI 12: 1st year university retention	22%	95%	-76.8
Satisfied with facilities (CASS)	33%	27%	25.0
CASS average	4.3	4.1	6.8
Academic Performance	Cluster Avg	Overall Avg	%diff mean
Average overall marks	41.2%	59.6%	-30.9
Trend in marks	(4.70)	0.00	N/A
Credit	5%	54%	-90.2
Distinction	1%	20%	-93.7
High Distinction	0%	3%	-92.1
Fail	54%	17%	-212.5
Census attributes**	Cluster Avg	Overall Avg	%diff mean
Born in Australia	60%	58%	3.1
Median age	36.07	35.40	1.9
Median rent per week	\$ 196.20	\$ 190.80	2.8
Curtin Low SES	5%	6%	-14.5

Given the focus on increased fees for attending University, the retention of students is a critical consideration for Universities.

So what performance management or analytics information are you being asked to provide, and how is this information being used?

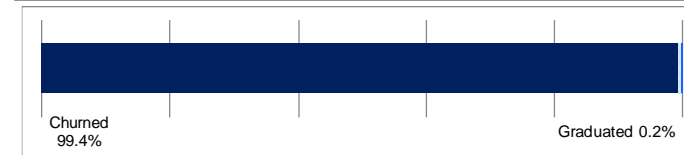
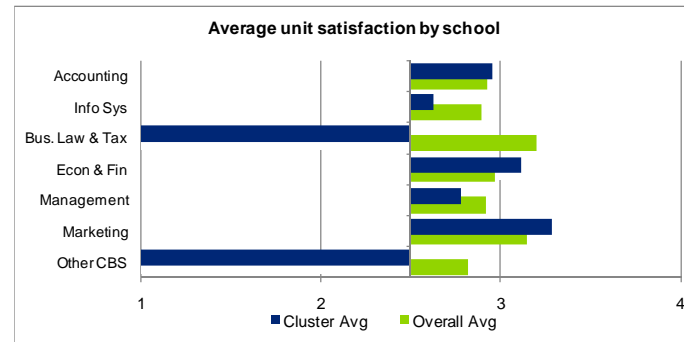
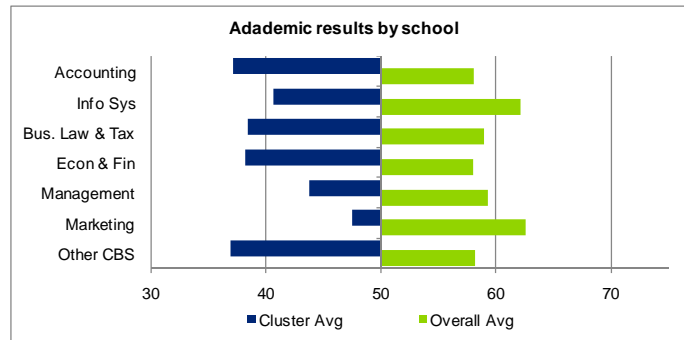
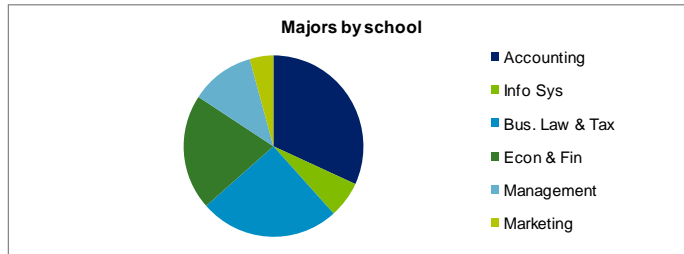
Are you considering:

1. What are the number of students leaving the University by course and how does this compare to the average?
2. What type of students are leaving the University, and why?
3. What information do we have available to better understand the propensity of a student to leave the University?

Student Retention Analytics

How good (or otherwise) are you at retaining your students, what mechanisms have you in place as “early warning signs”?

Case Study 3: Australian University



1. Recently Deloitte worked with the business school of a large Australian University
 - Profile data (e.g. sex, age, fees paid, etc.)
 - Key University KPI data (e.g. Student satisfaction)
 - Academic performance data
 - Census data
2. Data was collected in relation to 19,000 students , across 520 attributes, grouping included:
 - Bread and Butter Students
 - Low mark internationals
 - Top performers
 - Indifferent students
 - Satisfied internationals
 - Poorest performers
 - Militants – negative surveys with good results
 - Leavers
 - Mature age part timers
 - Top guns
3. Models were developed for 11 cohorts across the student population including :

Destination Analytics

Where do your students go after they leave University, and what is their future impact on the University?

Universities provide HESA with student destination data on an annual basis, from which a number of indicators are produced including:

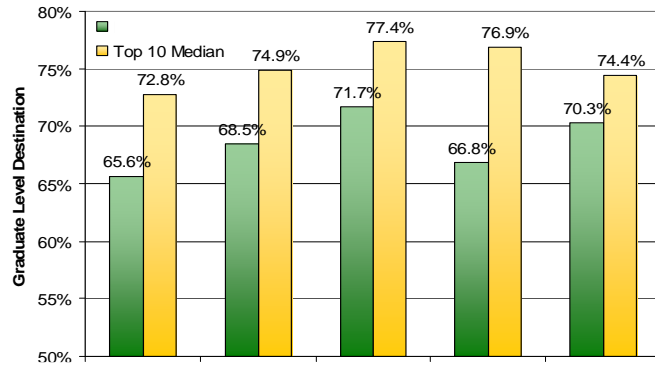
- Qualification required for job
- Location of employment
- Employer size

What analytics does your University use to provide insight into student destinations, and what questions are you typically asked in relation to Student Destination:

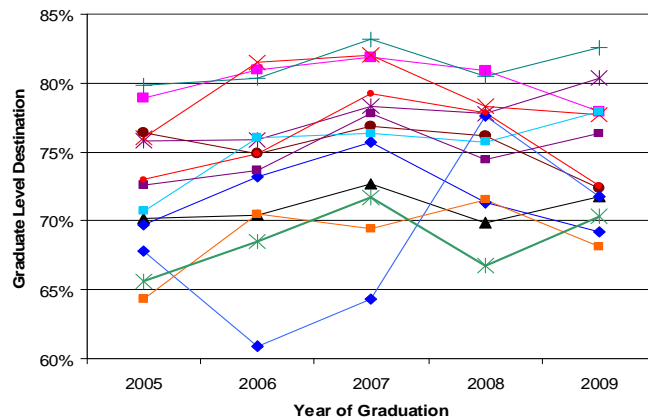
- 1.How does my University compare to peer organisations in terms of student employability?
- 2.Which courses are most beneficial to employers?
- 3.Why is this, the case?
- 4.Are there variations in employability trends across the campus?
- 5.Are there variations in employability by student profile?
- 6.What is the long term impact of student employability outcomes on the University/UK Plc/etc.?

Destination Analytics

Where do your students go after they leave University, and what is their future impact on the University?



College	Graduate Destination Score			
	2008		2009	
	UoE	Top 10 Median	UoE	Top 10 Median
	75.1%	81.4%	▼ 72.3%	78.2%
	67.3%	78.7%	▲ 79.5%	77.2%
	62.2%	68.0%	▲ 67.2%	66.0%
	62.1%	67.2%	▲ 64.8%	67.1%
	100.0%	100.0%	◀▶ 100.0%	100.0%
	68.0%	70.3%	▲ 71.6%	73.0%
	64.1%	-	▼ 58.5%	-



Case Study 4: UK University

- Recent project with a leading UK University
- Developed a suite of reports relating to student destination including:
 - Year on year comparison of students gaining full-time employment against the Top 10 median
 - Year on year comparative employment information against a number of peer organisations
 - Year on year comparison by College within the University
- This information was and is used by the University to understand
 - The employability of students undertaking various courses
 - The fit of the course with the demand of employers

Q & A

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