

# The Benefits of Benchmarking in Improving Academic and Organisational Governance

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# Presentation Outline



**What is Benchmarking?**



**Benchmarking and Rankings**



**Benchmarking Criteria**



**Final Remarks**

# What is Benchmarking?

## Definition One

- **Benchmarking** studies anything that will result in continuously pursuing improvement and excellence to meet stakeholder expectations. It compares institutional information to "best-in-class."

## Definition Two

- The rigorous process of measurement and comparison of philosophies, policies, and practices against those best-in-class organisations world-wide to achieve breakthrough improvement and surpass their performance.

## Definition Three

- **Benchmarking** is the sharing of performance and operational information to continuously compare activities among organisations to identify "**Best Practices**" and improve performance.

## Definition Four

- **Benchmarking** is the process of finding, adapting and implementing outstanding practices.

# Thematic Benchmarking

## The Search for Outstanding Practice

- Clear objectives and mechanisms to measure performance are a prerequisite at the start of any benchmarking study. These objectives should be closely tied to the overall Mission and Vision of the institution.

## Sharing Best Practice

- **Benchmarking** is a valuable process for identifying performance improvement areas. The measurement of the best performing institutions enables identification and implementation of best practices.

## Target Benchmarking Analyses

- Benchmarking can be targeted at institutional level to the organisational, academic or quality assurance aspirations of the institution. This can also be achieved at College/School level.

# Benchmarking and Rankings

## Identify Target Criteria

- Ranking criteria help an institution focus on core areas of practice and encourage an evidence-based approach to quality improvement. What is the core theme of this particular benchmarking exercise?

## Select Benchmarks against these criteria

- It is crucial to select the right benchmarks to meet the purpose of the exercise and then to develop a relationship with them.

## Strategic Planning

- Data driven decision making based on institutional performance indicators. Strategy can then be aligned with indicators to improve quality.

# Benchmarking: A Successful Example

## Example Target Criteria

- Size, funding sources, without medical school, similar discipline concentration, ranked in top 100 globally.

## Refining the Selection

- Long listing, short listing, visiting and finalising.

## Strategic Planning

- Using data to develop institutional performance indicators and organisational strategy.

# A Benchmarking Report

**Benchmarking Against Institutions in the Top 100**

**Research for the  
CityU Strategic Plan 2009-2014**

**Part IV:**

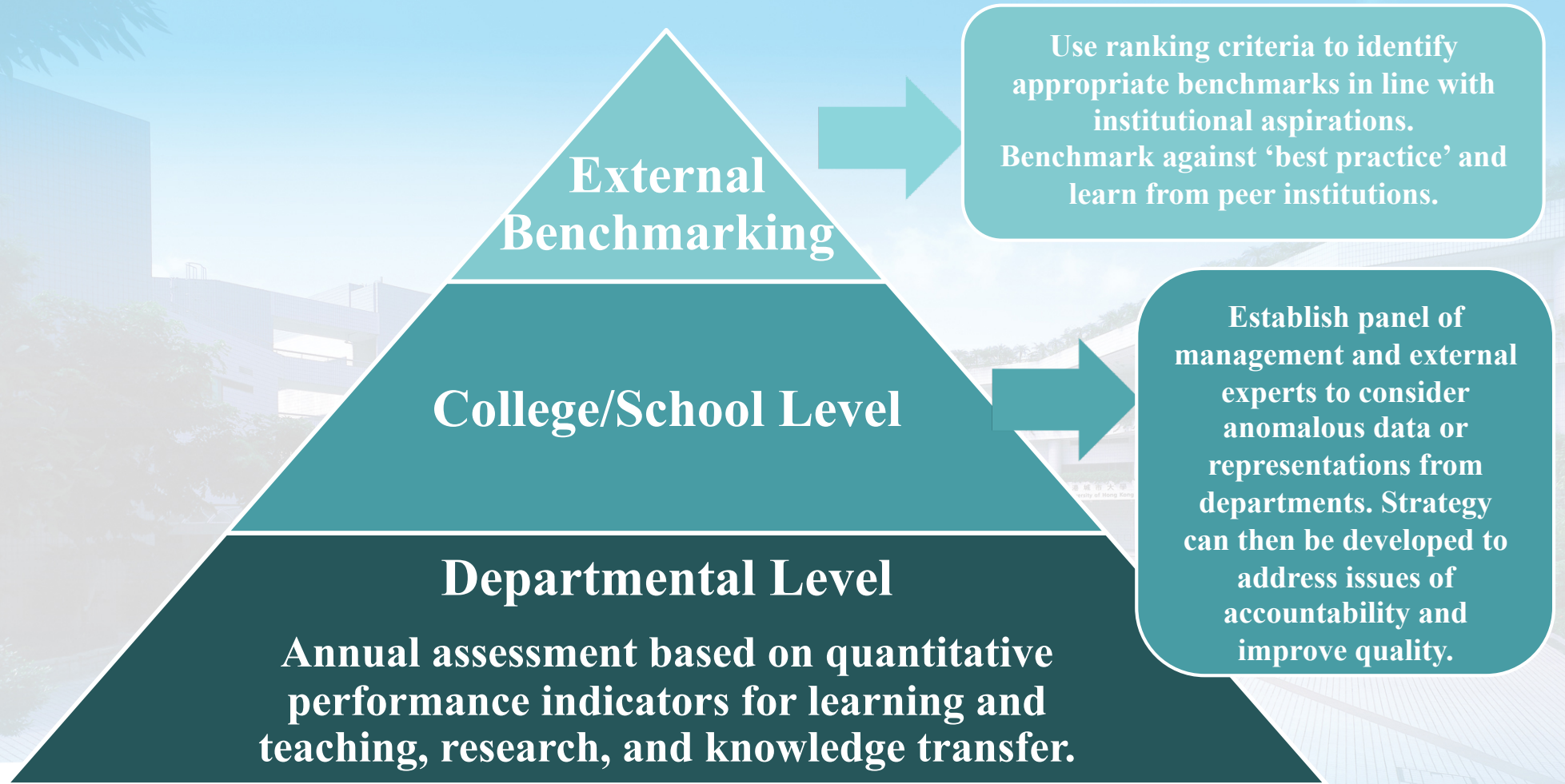
**Finalising the Benchmark Universities**

**7<sup>th</sup> July 2008**

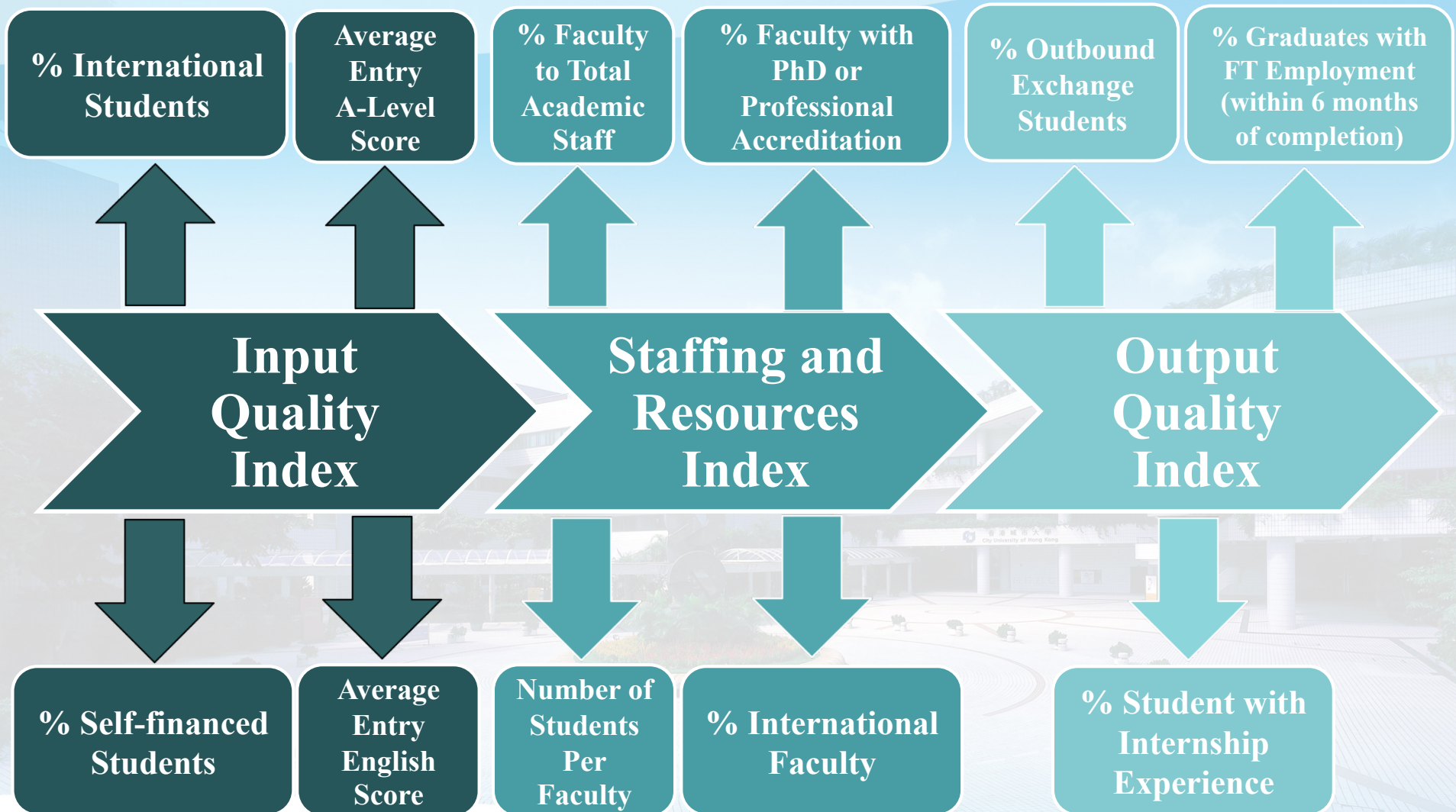
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# Using Rankings to Benchmark Global Performance

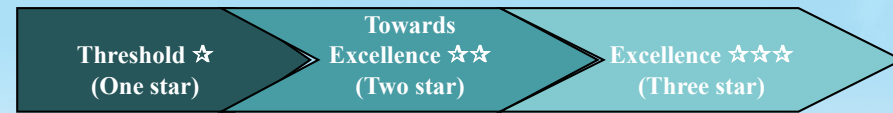
## Examples from City University of Hong Kong



# Performance Indicators



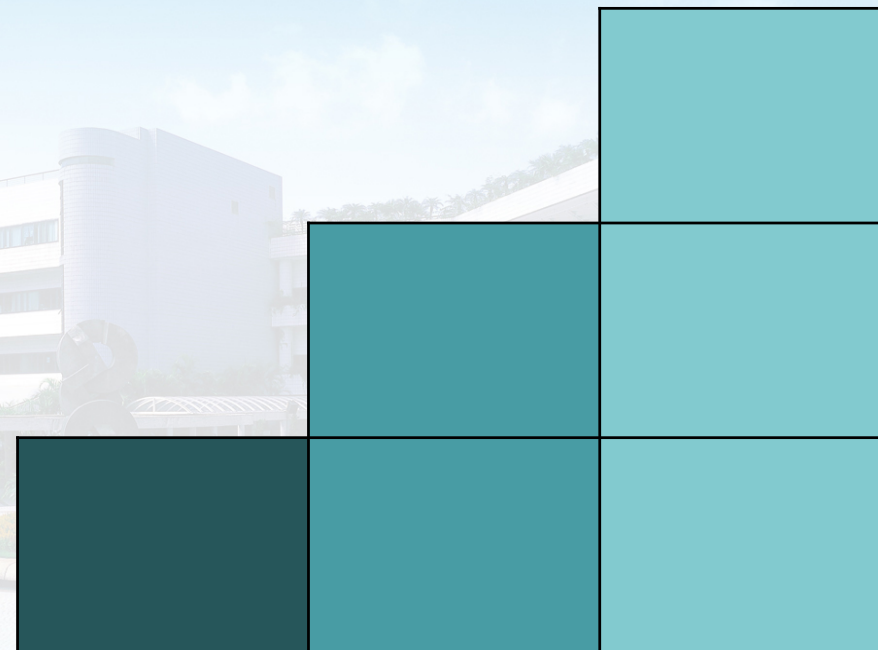
# Staircase Model



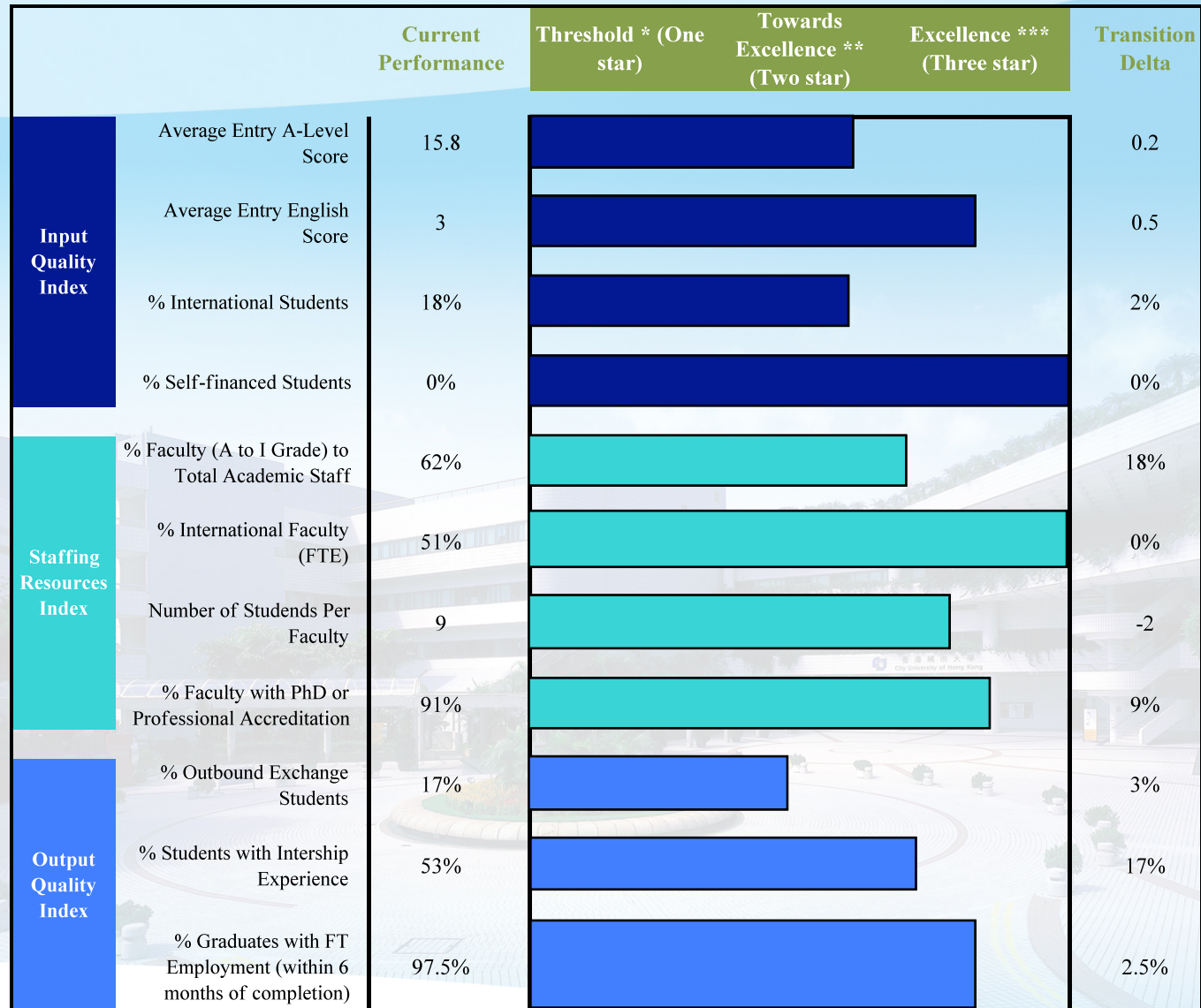
Input Quality  
Index

Staffing and  
Resources Index

Output Quality  
Index



# Example Growth Chart (Department X)



# Example Growth Chart (Department Y)

