

Benchmarking project

- Management technique involving Deans and managers to improve performance
- Comparator between similar units (dental schools) within U-21 universities



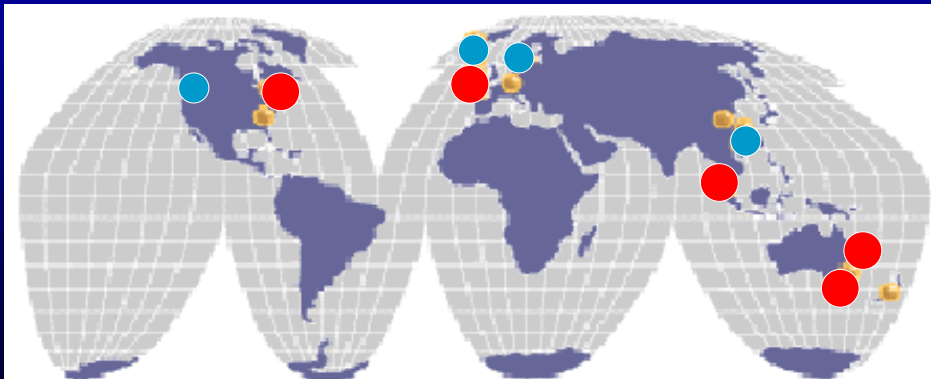
Why is it important?

- Strategically: school reviews
- Knowledge of performance and comparison with others
- Knowledge of where improvements can be made
- Improvements lead to greater performance



Participants

5 out of 9 U-21 dental schools



Participants

- **McGill University**
- The University of British Columbia
- The University of Virginia
- **The University of Birmingham**
- The University of Edinburgh
- The University of Glasgow
- The University of Nottingham
- Lund University Sweden
- Fudan University
- Peking University
- The University of Hong Kong
- **The National University of Singapore**
- **The University of Melbourne**
- The University of New South Wales
- **The University of Queensland**
- The University of Auckland



THE UNIVERSITY OF
MELBOURNE



THE UNIVERSITY
OF QUEENSLAND

Benchmarking: key indicators

- Student load
- Demand for places
- Fee income
- Funding system
- Research activity
- PhD completions
- Publications
- Dental unit usage
- Teaching space use
- Staff profile
- Student/staff ratios



BDS Student entry

	Qld.	Melb.	Sing.	McGill	Birm.
Demand rate per place	7.3	15.6	7.4	7.4	5.2
Cut-off trend	UP ++	Same	UP ++	UP ++	UP ++
% local	71 %	52 %	79 %	95 %	100 %
% internat'l	14.5 %	34 %	21 %	5 %	--
% local full fee	14.5 %	12.5 %	--	--	--

Enrolled student populations FTE

	Qld.	Melb.	Sing.	McGill	Birm.
Dental students	171 (* 248)	320	136	110	344
Dental auxiliaries	66	20	0	0	0
Clinical postgrads	35	64	33	28	18
Total clinical students	272	404	169	138	362
Dental units	99	139	106	?	180
Ratio stud/unit	2.7	2.9	1.5	?	2.0

Dental unit utilization rates

	Qld.	Melb.	Sing.	McGill	Birm.
Dental units	99	139	106	?	180
Ratio stud/unit	2.7	2.9	1.5	?	2.0
Age of units	6.5	1 – 4	4	?	15
Stud usage rate X age	17.6	7.3	6.0	?	30.0
Patient visits/year	49.5 k	23 k	17.1 k	?	140 k
Ratio patient visits per unit	500	165	162	?	777

Issues

- Student loads are high
- Impact on utilization of equipment
- Aging and replacement of equipment remains a significant concern
- In 2005, Qld will increase by another 62 students due to phased introduction of 1:3:1 program



Teaching room usage

	Qld.	Melb.	Sing.	McGill	Birm.
Total clinical students	272	404	169	138	362
Max room capacity	200	330	219	?	700
Students/ room cap.	1.36	1.22	0.77	?	0.51
Year length (weeks)	36	26	38	?	42
BDS in actual weeks	177	154	156	152	192
Placement in weeks	40	12	2	0	8

Issues

- Teaching space needs are influenced by
 - T&L styles such as small group teaching and PBL
 - Actual length of teaching year
 - Use of placements
 - Link with dental hospitals



Operating environment

	Qld.	Melb.	Sing.	McGill	Birm.
% external funded for daily operations	51 %	--	--	--	--
% central cut on dent student fees	41.2%	41.4-46.9%	--	60%	--

Qld is unique in using large external funding sources (clinical patient care)

Central slices from fees have a major impact on 3 schools

Staffing

	Qld.	Melb.	Sing.	McGill	Birm.
FTE staff FT + PT	26.9	24.3	35	37	36.5
FTE staff	21.3 + 5.6	18 + 6.3	24 + 11	22 + 11	30 + 6.5
fractional (<= 0.8)	48 %	37 %	15 %	32 %	5 %
% female	31 %	27 %	36 %	36 %	15 %
% tenured	48 %	87 %	50 %	68 %	100 %
% limited contract	52 %	13.3 %	50 %	3 %	--

Staffing

	Qld.	Melb.	Sing.	McGill	Birm.
FTE staff FT + PT	26.9	24.3	35	37	36.5
FTE student load	240 (* 302)	470	201	168	344
Student/ staff ratio	8.9 (* 11.2)	19.3	5.7	4.5	9.4
% FT with PhD	35 %	61 %	25 %	64 %	80 %
% FT completing PhD	7 %	16 %	4 %	--	17 %

Issues

- Trends toward increasing use of fractional and P/T staff in some schools
- Increased use of contract positions
- Females remain under-represented
- Dental academics need opportunity to complete PhD
- Student /staff ratios



Research environment

	Qld.	Melb.	Sing.	McGill	Birm.
FTE staff FT + PT	26.9	24.3	35	37	36.5
Research income 2003 USD	0.5 M	3.78 M	1.3 M	3.0 M	1.4 M
Ref Journal papers in 2003	31	43	43	53	87
PhDs in past 5 yrs	10	7	2	6	15
2003 papers per FTE staff	1.15	1.76	1.23	1.43	2.38

Issues

- Varying dollar value (USD used)
- Effect of teaching loads (student/staff ratios) on research output
- Impact of research assistants, postdocs and PhD students not quantified in this exercise



Benchmarking: Value For Money ?

- **ECONOMY**
 - lower prices (student fees) not feasible, but better return on investment of resources (opportunity costs)
- **EFFICIENCY**
 - improve quality and performance (focus on core business)
- **EFFECTIVENESS**
 - exploit new (better) ways of working; collaborations and partnerships

