

18-19 Key Performance Indicators: A Comparison Study Over Five Years

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Abstract

Ontario Colleges have measured Key Performance Indicators (KPI) since 1998. Colleges are able to share one another's data due to a sector data sharing agreement. The Ontario College KPIs provide valuable, current, insight and understanding of programs, services, students/graduates, and employers. This report focuses on the following five, high-level, KPI outcomes: 1) Student Satisfaction Rate, 2) Graduate Satisfaction Rate, 3) Graduate Employment Rate, 4) Employer Satisfaction Rate, and 5) Graduation Rate.

Fleming's largest improvements in 18/19, was in the overall combined student satisfaction rate. However, learning experience (a reflection of program quality) and quality of services continue to require improvement.

Two positive areas for Fleming in 18/19 were graduate satisfaction rate and graduate employment rate. Graduation rate is also positive and consistently higher than system.

Unfortunately, employer satisfaction rate suffered in 18/19 and is at a five-year low.

Community, industry and employer relations and engagement figure prominently in Fleming's *2019-2024 Strategic Plan*, the Senior Management Team's *Mandate letters* and the *2019-2024 Academic Plan*. Employer satisfaction rate will need to improve significantly if Fleming is to achieve its strategic goals in this area by 2024.

Only one of these KPIs is directly attached to the new *2020-2025 Strategic Mandate Agreement* (SMA3) performance-based funding model and it is graduation rate. A related metric, FT graduation employment rate in a related field is also part of the SMA3 (and is a subsidiary of the graduate employment rate). Employer satisfaction rate will have a great indirect influence on several of the ten SMA3, and other, metrics as will student and graduate satisfaction.

Keywords: KPI, Fleming College, Ontario College, metrics, Strategic Mandate

Agreement

18-19 Key Performance Indicators: A Comparison Study Over Five Years

Key Performance Indicators (KPIs) are a joint effort of Ontario Colleges and the Ministry of Colleges and Universities (MCU) that began in 1998. KPIs evaluate programs, services and student/graduate experience. This report focuses on the results of five main KPI outcomes:

- 1) Student Satisfaction Rate
- 2) Graduate Satisfaction Rate
- 3) Graduate Employment Rate
- 4) Employer Satisfaction Rate
- 5) Graduation Rate

Methodology

Student Satisfaction and Engagement Survey

The *Student Satisfaction & Engagement Survey* is a paper-based survey conducted in-class with students in semester two or higher. CCI Research Inc. is contracted to prepare the survey packages and enter the data into a database. Fleming's Institutional Research Office (IRO) conducts analysis on the data received from CCI Research Inc.

Response Rate

Fleming typically has one of the highest response rates for this survey in the system and the 2018/19 response rate was no exception at 74.10%, which is higher than Fleming's five-year average of 72.32%.

Survey Questions

There are four CAPSTONE questions in the survey for which overall student satisfaction rates are reported:

- Q13: OVERALL, your program is giving you knowledge and skills that will be useful in your future career.
- Q24: The OVERALL quality of the learning experiences in this program.
- Q39: The OVERALL quality of the services in the college.
- Q49: The OVERALL quality of the facilities/resources in the college

This study reports on the combined percentage of 'Satisfied' and 'Very Satisfied' answers.

Graduate Outcomes and Satisfaction Survey

Forum Research Inc. is contracted to conduct the *Graduate Outcomes and Satisfaction* phone survey for graduates six months after program completion. Fleming's IRO analyses this data to determine the *Graduate Satisfaction Rate, Graduate Employment Rate and Employer Satisfaction Rate*.

Response Rate

As with all Colleges across the system, Fleming's response rate continues to decline for this survey. Our 2018/19 response rate based on funded graduates was 39.28% which is slightly lower than our five-year average of 40.06%. The main reasons for the decline in response rate is due to conducting the survey over the phone instead of online; Online surveys are not considered 'valid' data by Forum Research Inc. and are therefore not included in any KPI reporting. Just this year, Fleming has decided to offer survey respondents increased incentives in the form of a 'gift card lottery' as a strategy to boost the response rate of this survey. Other Ontario colleges have used this incentive method with some success in increasing response rate.

Survey Questions

There are three survey questions or data that yield the following results:

1) Graduate Satisfaction Rate

Q34: How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?

2) Graduate Employment Rate

Data: # of graduates employed 6 months after graduation (of those eligible to work).

3) Employer Satisfaction Rate

Q74: How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?

(Employers contacted only if graduate gave permission. Self-selection bias and a low response rate for this particular KPI presents research methodology issues.)

The analysis EXCLUDES international (i.e. unfunded students) and students in preparatory programs for all three outcomes above.

Graduation Rate

Graduation Rate is calculated and reported to MCU by each college. This outcome is the percentage of graduates who complete program requirements within a timeframe equaling 200% of the program duration (accounting for students who transfer in or out to other programs at the college).

The analysis EXCLUDES international (i.e. unfunded students) and students in preparatory programs.

Results

1. Student Satisfaction Rate

Fleming's 18/19 *Student Satisfaction Rate* of 76.1% is slightly below our five-year average of 76.48% but is slightly above the 18/19 system (all 24 Ontario Colleges) average of 75.7%. *Figure 1* shows that Fleming made a 6.4% increase in 18/19 compared to the low 17/18 student satisfaction rate.

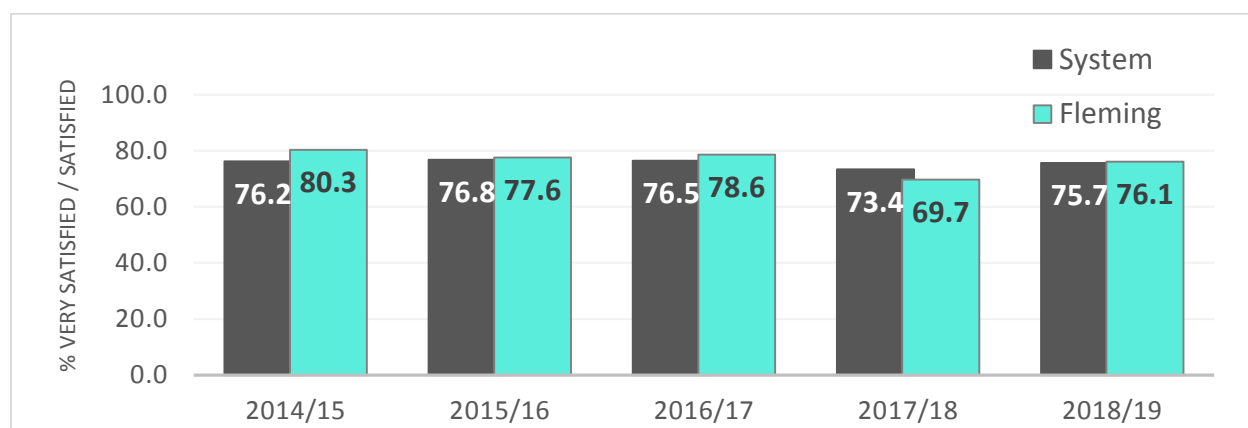


Figure 1 - OVERALL Student Satisfaction Rate – Fleming vs. System

Note: This satisfaction rate combines all four of the CAPSTONE questions from the Student Satisfaction and Engagement Survey.

Student Satisfaction - Capstone Questions:

Q13: OVERALL, your program is giving you knowledge and skills that will be useful in your future career.

The 18/19 rate of 86.7% is slightly above Fleming's five-year average of 86.22%.

Figure 2 reveals that Fleming has moved higher than the medium-sized colleges' minimum line for the first time in four years.

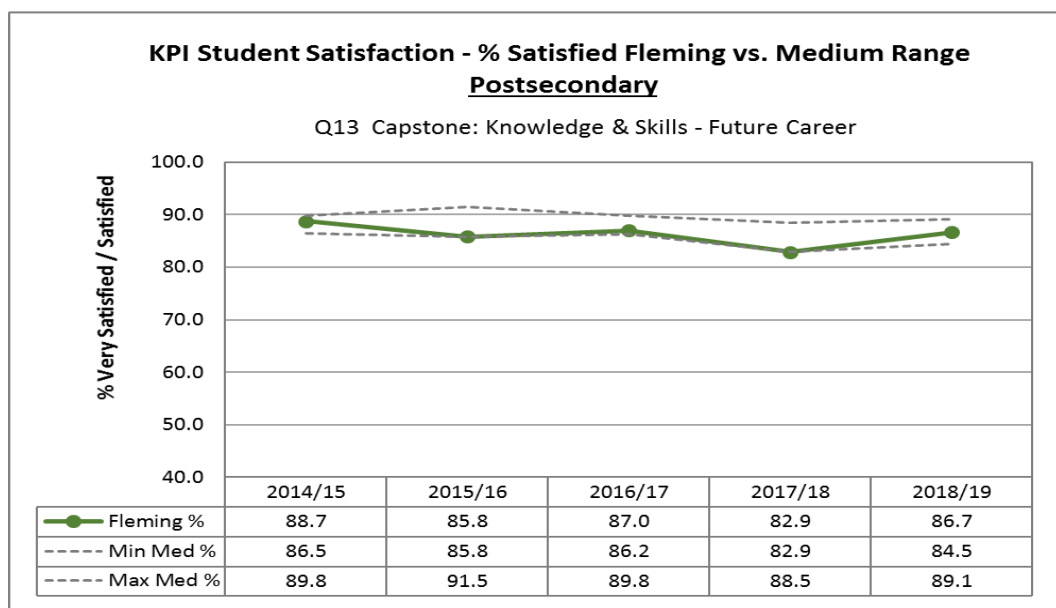


Figure 2 – Q13 Capstone: Knowledge & Skills – Future Career

Q24: The OVERALL quality of the learning experiences in this program.

The 18/19 rate of 78.2% is slightly higher than last year's five-year low; However, the rate has not rebounded to its position of 16/17 or earlier. Figure 3 shows that, like the previous year, Fleming falls along the medium-sized colleges' minimum line.

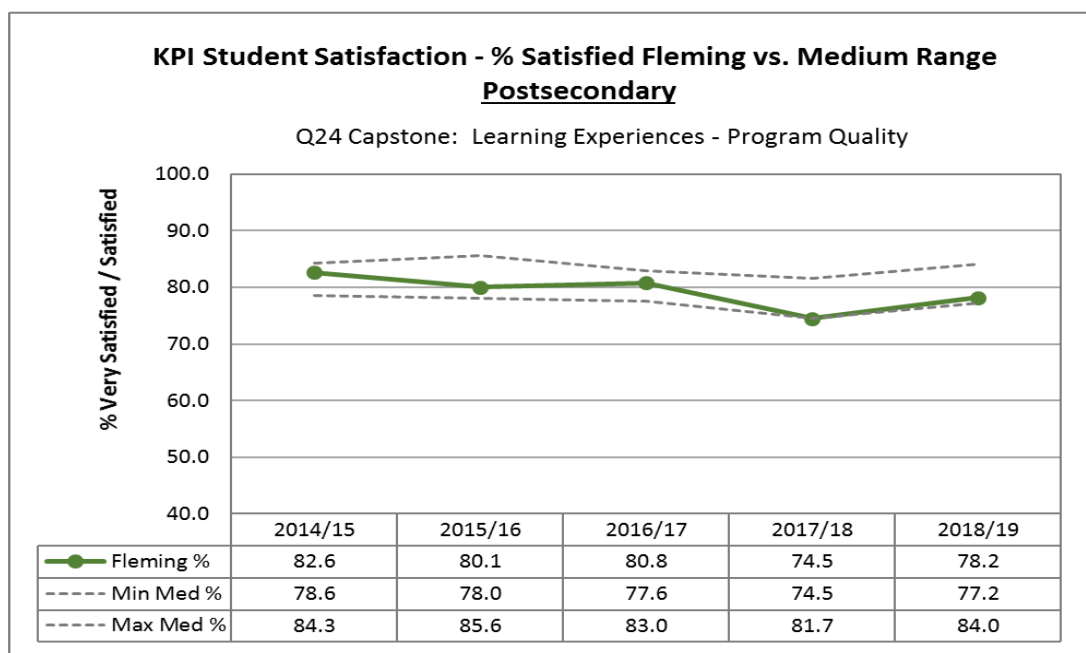


Figure 3 – Q24 Capstone: Learning Experiences – Program Quality

Q39: The OVERALL quality of the services in the college.

Fleming's 18/19 student satisfaction with the quality of services at 61.6% is better than the five-year low of 55.5% from 17/18. However, *Figure 4* shows that Fleming continues to follow the medium-sized colleges' minimum line for the last two years.

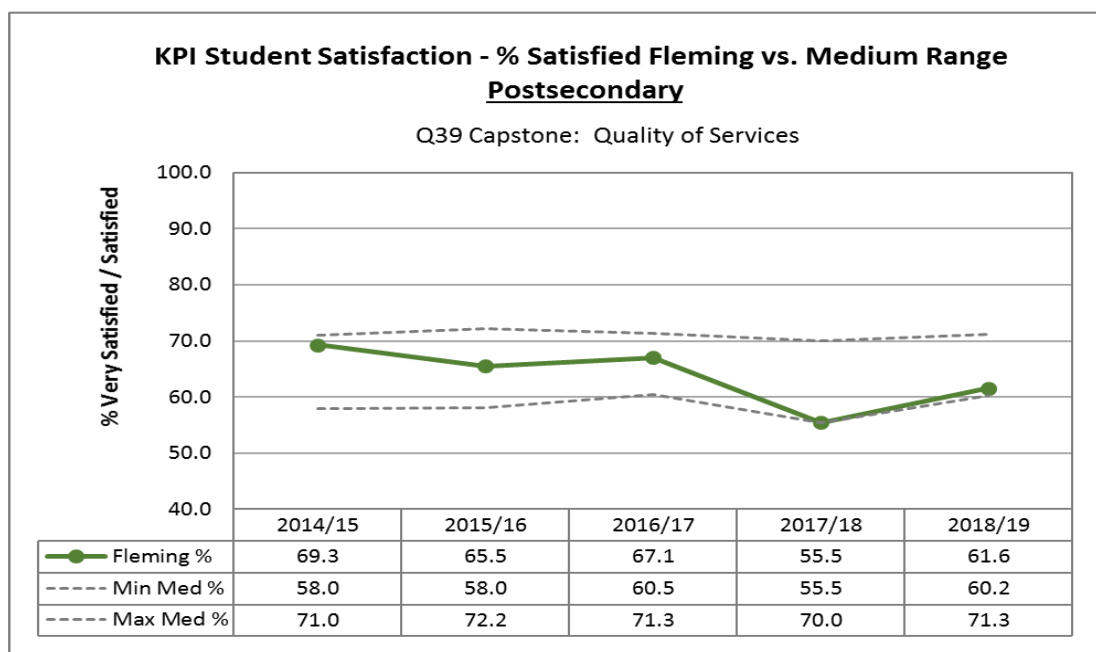


Figure 4 – Q39 Capstone: Quality of Services

Q49: The OVERALL quality of the facilities/resources in the college.

The 18/19 student satisfaction with the quality of facilities/resources at 77.9% has rebounded from the 17/18 low of 65.8%. *Figure 5* shows how the 18/19 rate is again near the maximum line of the medium-sized colleges group.

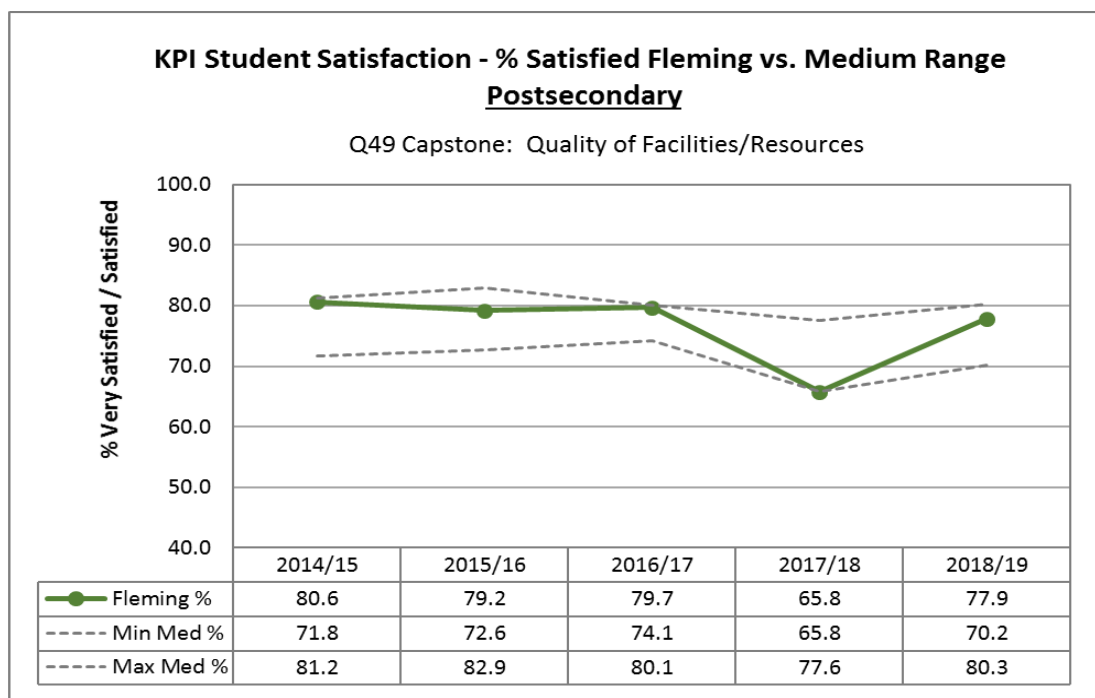


Figure 5 – Capstone: Quality of Facilities/Resources

2. Graduate Satisfaction Rate

The 18/19 *Graduate Satisfaction Rate* of 81.8% was Fleming's highest rate in the last five years. *Figure 6* shows Fleming higher than the system average in three out of five years (15/16, 16/17, and 18/19).

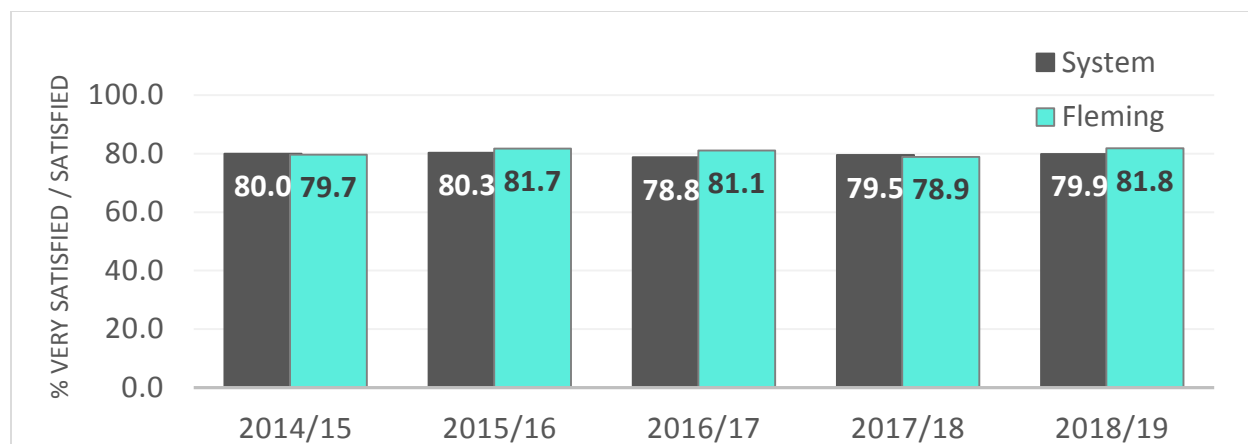


Figure 6 – Graduate Satisfaction Rate – Fleming vs. System

3. Graduate Employment Rate

Fleming's 18/19 Graduate Employment Rate is the highest it's been in five years at 88.6%. For the first time in three years, Fleming is higher than the system average of 86.2% in 18/19 as illustrated in *Figure 7*.

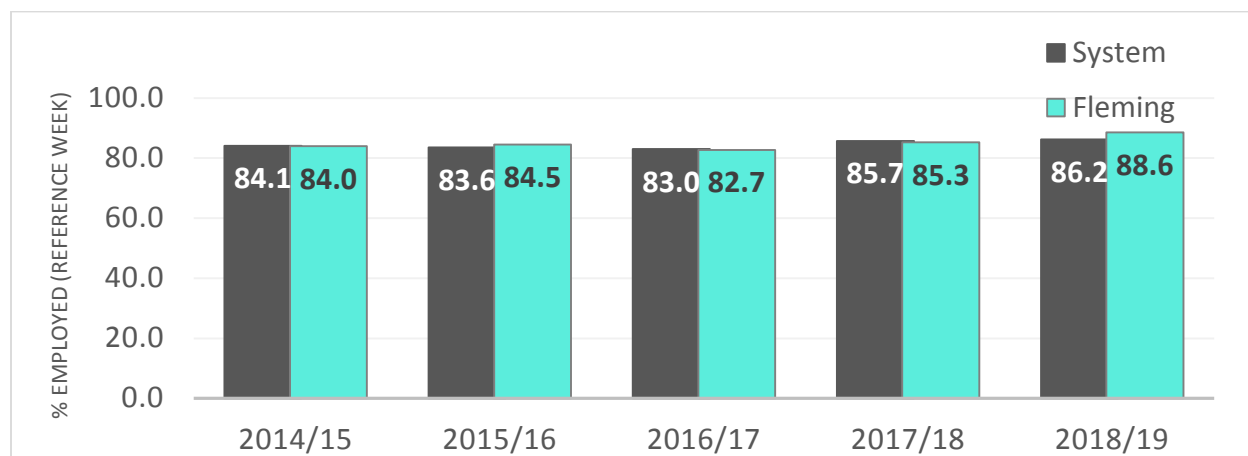


Figure 7 – Graduate Employment Rate – Fleming vs. System

4. Employers Satisfaction Rate

The 18/19 Employer Satisfaction Rate is the lowest it's been in five years at 90.1%. However, it is still marginally above the 18/19 system average of 89.6%. *Figure 8* shows the drop in Fleming's Employer Satisfaction Rate by 5.6% between 17/18 and 18/19. Please note that the data for this metric is not necessarily reliable due to the low response rate and self-selection bias of the research methodology.

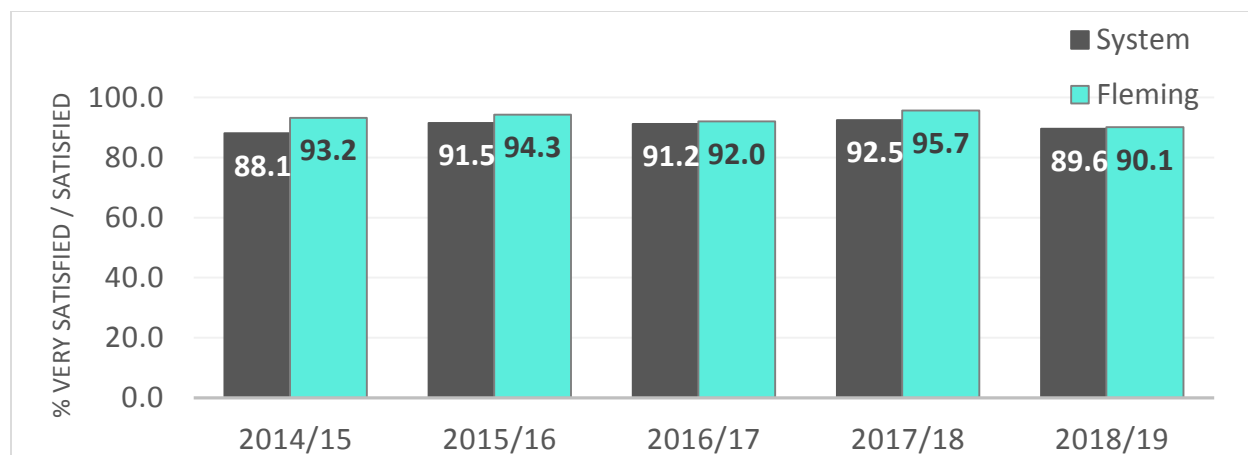


Figure 8 – Employer Satisfaction Rate – Fleming vs. System

5. Graduation Rate

Fleming's 18/19 *Graduation Rate* continues to trend higher than the system average as it has for the last five years. *Figure 9* illustrates that Fleming's Graduation Rate of 69.4% is 2.2% above system average for 18/19.

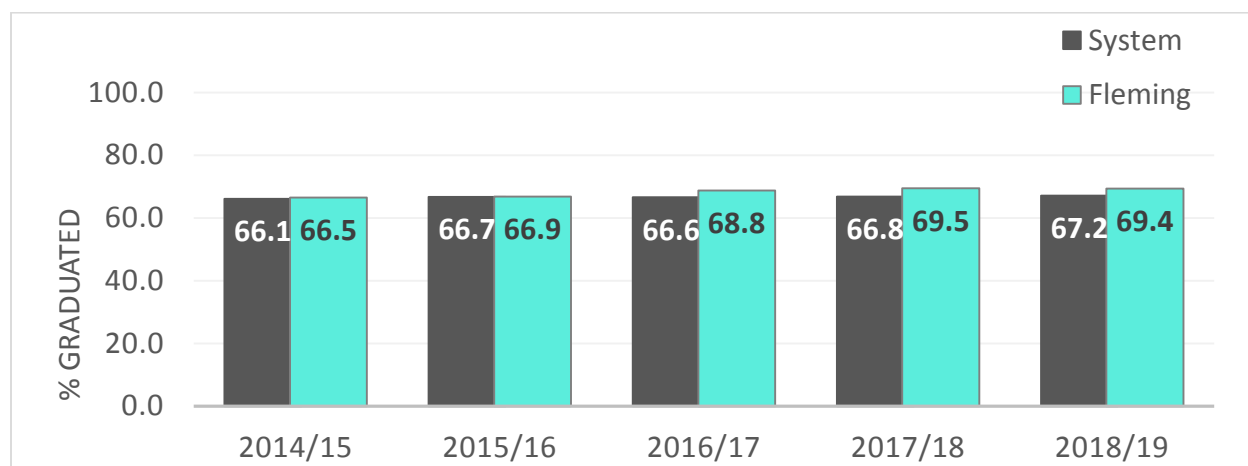


Figure 9 – Graduation Rate – Fleming vs. System

Discussion

As is illustrated in Figure 10, Fleming's largest improvements this year, in relation to 17/18, are in overall combined student satisfaction rate. However, two components of overall student satisfaction still require considerable improvement: 1) learning experience, a reflection of program quality, and 2) quality of services.

Two positive areas for Fleming in 18/19 were: 1) graduate satisfaction rate, and 2) graduate employment rate. Graduation rate is also positive and consistently higher than system. Unfortunately, employer satisfaction rate suffered this 18/19 year and is at a five-year low. Community, industry and employer engagement figure prominently in Fleming's *2019-2024 Strategic Plan*, the Senior Management Team's *Mandate letters* and the *2019-2024 Academic Plan*. Employer satisfaction rate will need to improve significantly if Fleming is to achieve its strategic goals in this area by 2014.






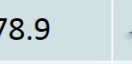

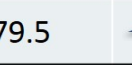

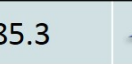



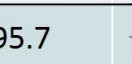

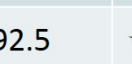

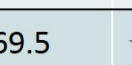

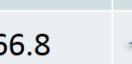
		2016/17 %		2017/18 %		2018/19 %
Student Satisfaction	Fleming	78.6		69.7		76.1
	System	76.5		73.4		75.7
Graduate Satisfaction	Fleming	81.1		78.9		81.8
	System	78.8		79.5		79.9
Employment Rate	Fleming	82.7		85.3		88.6
	System	83.0		85.7		86.2
Employer Satisfaction	Fleming	92.0		95.7		90.1
	System	91.2		92.5		89.6
Graduation Rate	Fleming	68.8		69.5		69.4
	System	66.6		66.8		67.2

Figure 10 – Three Year Change in KPI – Fleming vs. System

Only one of these KPIs is directly attached to the new SMA3 performance-based funding model and it is graduation rate. The other related SMA3 metric is FT graduate employment rate in a related field (a subsidiary of graduation employment). It only stands to reason however, that employer satisfaction rate will indirectly influence several of the ten SMA3, and other metrics, as will student and graduate satisfaction.

Offering greater incentives for *Graduate Outcomes and Satisfaction* survey respondents may help increase response rate for this survey and improve reliability and validity of the data.