



# BENVIC Indicators: Key features

- Change oriented - BENVIC is an evolving system
- Context-specific - right indicators to use will depend on the type of organisation and its working practices
- Combines external and internal benchmarking - objective and subjective; quantitative and qualitative measurements



# Types of indicator used

- Structural indicators - assess 'enablers' (resources needed to carry out mission and objectives)
- Practice/process indicators - evaluate how the virtual campus utilises its resources
- Performance indicators - assess results of interaction between work practices and enablers (e.g. learning outcomes; cost-benefits; technical effectiveness)



# Purposes of BENVIC indicators

- template to help individual VC identify what they should measure and how to measure it, to assess strengths and weaknesses and plan for improvement
- data on structure and practices of VCs
- analysis of data establishes ‘norms’
- monitor and track how virtual campuses are evolving



# How will benchmarking system operate?

- First step - gather common baseline data from participating VC's using template
- Second step - VC's feedback on indicators and measures - template is refined and adapted
- Third step - identify 'best of breed' , so participants can choose the right comparator
- Fourth step - build an 'evidence base' on what works for whom and under what conditions



# How do indicators fit into BENVIC system?

- Profiling/positioning tool - guidance on what are right indicators; variables for data analysis
- Competence map - shows links between 'under-performance' on key indicators and human resources
- Case studies - provide details of benchmarking comparator and examples of good practices



# How, who, when - internal benchmarking

- VC uses indicators to carry out an initial diagnosis of its organisational structure, practices and current performance
- VC uses results to identify areas of improvement across the organisation as a whole
- VC applies improvements in actual work practices to initiate change

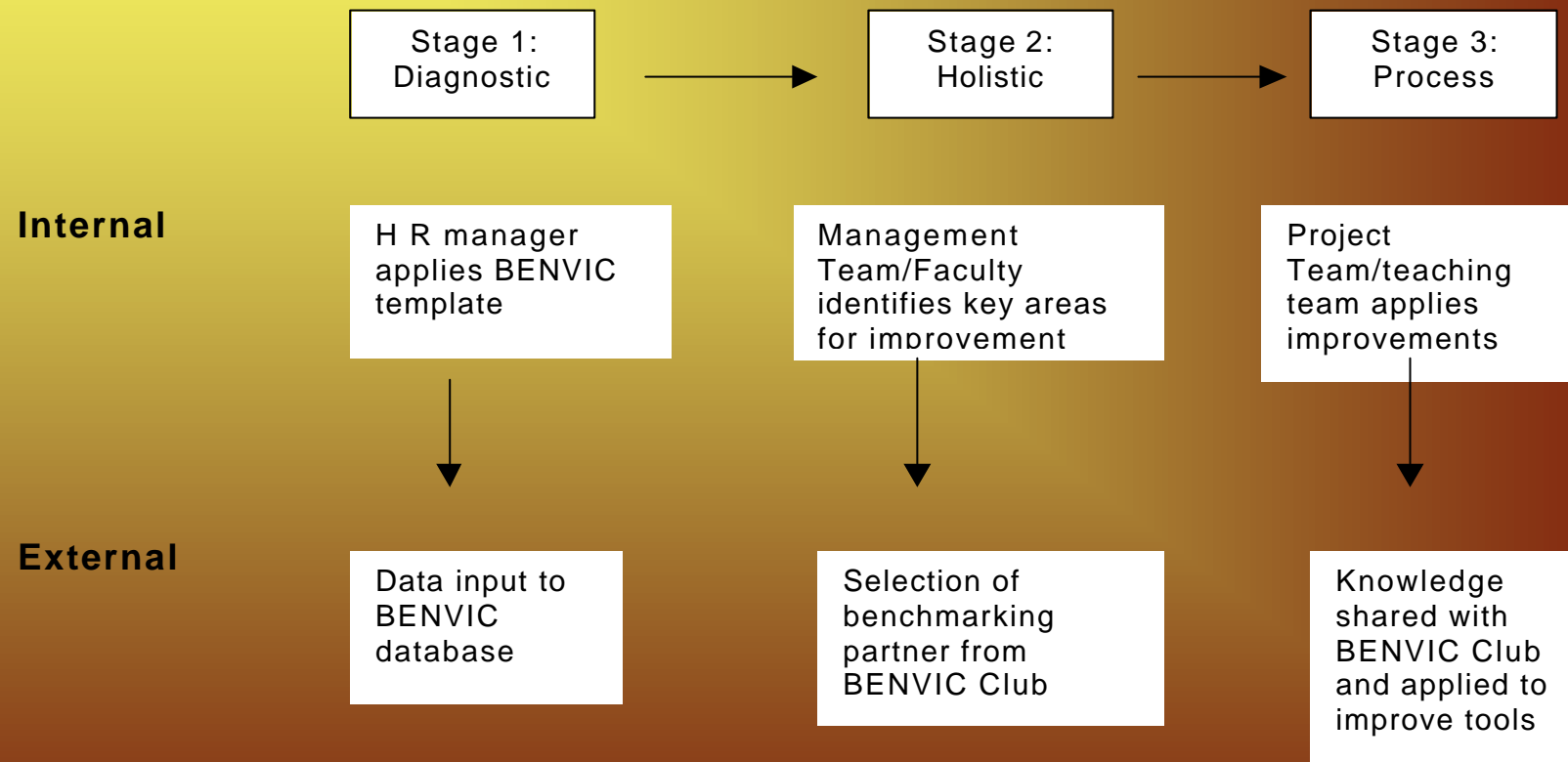


## How, who, when - external benchmarking

- sharing data produced by the initial diagnosis with the BENVIC ‘club’
- selecting a benchmarking partner from the BENVIC ‘club’
- sharing the learning and knowledge generated by applying improvements with the BENVIC club



# Applying internal and external benchmarking





# BENVIC Indicators and measurements

- 8 core ‘meta-indicators’; 3 types of measurement (structural; process; performance)
  - Learner Services
  - Learning Delivery
  - Learning Development
  - Teaching Capability
  - Evaluation
  - Accessibility
  - Technical Capability
  - Institutional Capability