

Contents

| | |
|---|------------|
| Notes on Contributors | ix |
| List of Abbreviations | xi |
| Introduction | 1 |
| 1 Introduction to Benchmarking <i>Norman Jackson and Helen Lund</i> | 3 |
| 2 Creating the Conditions for Benchmarking: A Brief History of Performance Assessment in UK HE <i>Helen Lund and Norman Jackson</i> | 13 |
| Part 1: Benchmarking to Improve the Quality of Educational Practice and Regulate Standards | 27 |
| 3 Benchmarking Educational Processes and Outcomes <i>Norman Jackson</i> | 29 |
| 4 Benchmarking the Learning Environment <i>Rikki Morgan</i> | 42 |
| 5 Benchmarking to Improve Departmental Systems for Managing Quality and Standards <i>James Tannock and Norman Jackson</i> | 54 |
| 6 Benchmarking the Student Experience <i>Mantz Yorke</i> | 67 |
| 7 Benchmarking the Outcomes of Learning <i>Norman Jackson and Vaneeta D'Andrea</i> | 85 |
| 8 Benchmarking Key Skills Using National Standards: The Open University Experience <i>Linda Hodgkinson</i> | 104 |
| Part 2: Benchmarking to Improve the Quality of Administrative and Business Processes and Services to Support HE | 115 |
| 9 Some Approaches to Administrative Benchmarking <i>Helen Lund</i> | 117 |

| | | |
|--|---|-----|
| 10 | Benchmarking Student Recruitment: The UCAS Institutional Planning Service <i>Richard Coleman and Liz Viggars</i> | 129 |
| 11 | Benchmarking UK Higher Education and Public Sector Facilities and Estates Management <i>Ilfryn Price</i> | 139 |
| 12 | Benchmarking the Learning Infrastructure: Library and Information Services Case Studies <i>Stephen Town</i> | 151 |
| 13 | HEFCE's Value for Money Studies <i>Helen Lund</i> | 165 |
| Part 3: Benchmarking in Other HE Systems and Transnational Benchmarking | | 181 |
| 14 | Benchmarking in Other HE Systems <i>Helen Lund and Norman Jackson</i> | 183 |
| 15 | CHEMS International Benchmarking Club <i>John Fielden and Michael Carr</i> | 195 |
| Conclusions | | |
| 16 | Benchmarking for Higher Education: Taking Stock <i>Norman Jackson and Helen Lund</i> | 213 |
| Appendix A: An Approach to Quantitative Benchmarking <i>Norman Jackson</i> | | 226 |
| Appendix B: Universitas 21 <i>Dugald Mackie</i> | | 232 |
| References | | 237 |
| Index | | 250 |