

Staff Benchmarking Metrics for Nursing Schools 2019 Survey

*How does your team compare to your
nursing colleagues?*

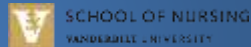
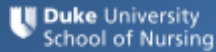
Jason A. Wright, Senior Associate Dean,
Finance & Administration, Columbia
University School of Nursing
jw2922@columbia.edu



Road Map for Discussion

- I Defining the Scope of the Survey
- II Results & Profiles
- III Refining the Survey
- IV Appendix

Background



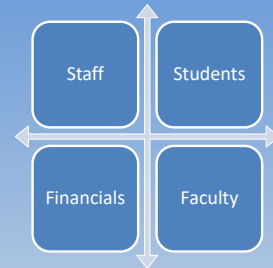
Survey Design



2018 Qualtrics
research CORE™

- Survey Sample
- 200+ BONUS members
 - 100+ questions
 - 28 Responses
 - 12.3% response rate

Areas of Focus



Road Map for Discussion

- I Defining the Scope of the Survey
- II Results & Profiles**
- III Refining the Survey
- IV Appendix

Average Responses

Function	Private	Public	Combined
Dean's Sr. Level Administrators	9.6	5.4	6.8
Business Office	7.0	4.5	8.1
Grants Office	5.8	4.0	4.6
IT	4.3	8.8	7.5
Marketing	2.3	3.2	3.0
Fin. Aid	2.1	6.0	4.8

Average Responses – 2018 Survey



Function	Private	Public	Combined
Dean's Sr. Level Administrators	9.6	5.4	6.8
Business Office	7.0	4.5	8.1
Grants Office	5.8	4.0	4.6
IT	4.3	8.8	7.5
Marketing	2.3	3.2	3.0
Fin. Aid	6.1/2.1	0.9/6.0	2.6/4.8

Average Responses



Function	Private	Public	Combined
Student Accounts	0.6	4.7	3.4
Dev & Alumni	3.4	4.9	4.4
Academic	8.4	7.1	7.5
Simulation	3.6	3.5	3.6
Admissions & Student Services	5.1	10.4	8.6
Clinical Placement	4.0	1.5	2.4

Average Responses

Function	Private	Public	Combined
Global Int'l	1.0	3.0	2.3
Continuing Education	0.0	2.2	1.5
Practice Administration	0.4	0.5	0.5
Dean's Office	3.6	3.4	3.5

Average Responses

Faculty/Staff	Private	Public	Combined
Tenure Track	25%	37%	37%
Research Track	12%	11%	11%
All Faculty	82	72	76
Staff	64	44	51

Average Responses - Region



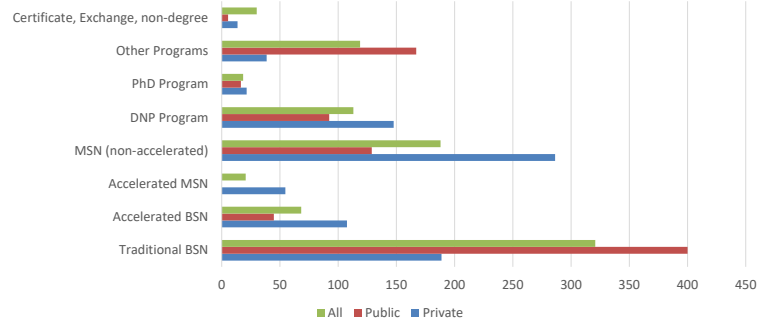
Faculty/Staff	West	South West	South East	Mid West	North East
Tenure Track	15%	0%	23%	63%	19%
Research Track	0%	0%	5%	14%	18%
All Faculty	89	54	99	71	51
Staff	23	10	60	60	53

Average Responses – Region 2018 Survey

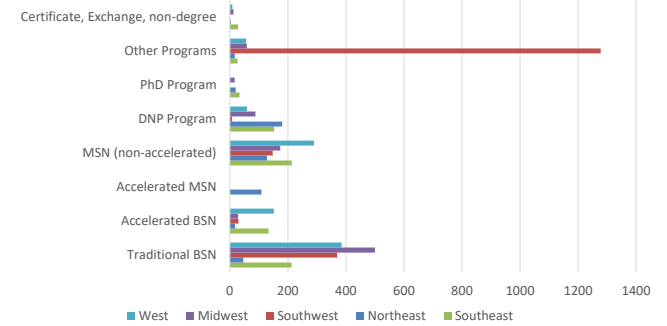


Faculty/Staff	West	South West	South East	Mid West	North East
Tenure Track	15%	0%	23%	63%	19%
Research Track	0%	0%	5%	14%	18%
All Faculty	41/89	88/54	99	71	51
Staff	23	50/10	60	60	53

Average Student Enrollment



Average Student Enrollment - Region



Faculty per Grants Staff




Faculty	Private	Public	All
Research	1.7	2	1.8
Tenure Track	3.5	7.5	6.1
All Faculty	13.9	18	16.5

15

Faculty per Grants Staff – 2018 Survey




Faculty	Private	Public	All
Research	1.7	2	1.8
Tenure Track	17.8/3.5	14.5/7.5	6.1
All Faculty	13.9	18	16.5

16

Student Per Staff Ratio



Private	14
Public	19
All	17

Students Per Faculty Ratio



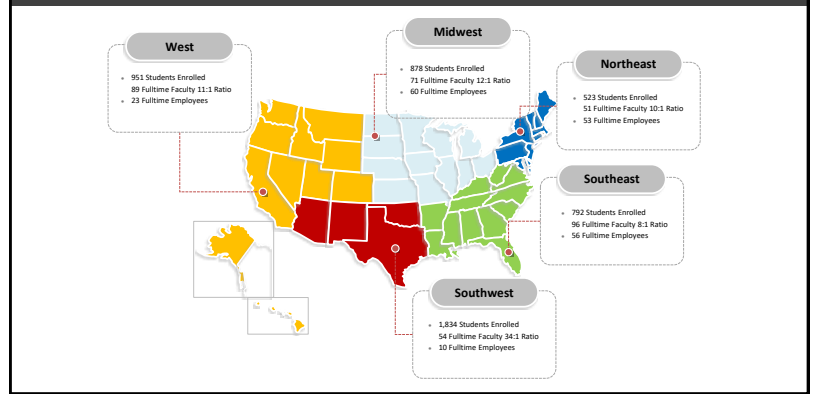
Private	11
Public	12
All	11

Gross Square Footage Per Student



Private	109
Public	83
All	93

Nursing School Data by Region



Average Responses



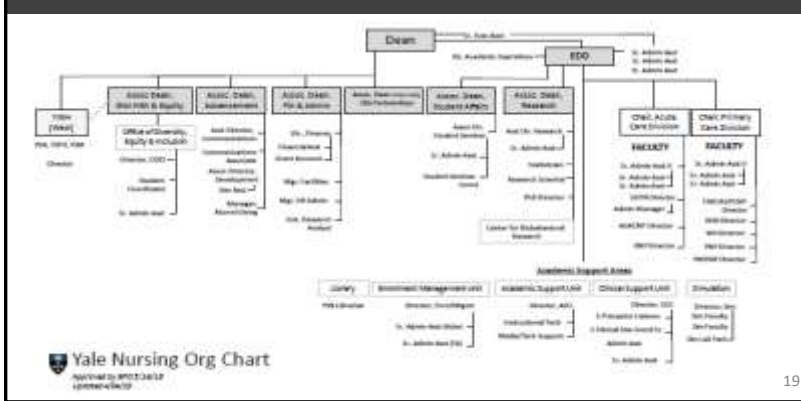
Revenues/(Expenses)	Private	Public	Combined
Grants (DC & IC)	\$6.3M	\$3.6M	\$4.8M
Clinical/Practice	\$697K	\$321K	\$458K
Common & Central Costs	(\$7.6M)	(\$4.6M)	(\$6.1M)

Average Responses- 2018 Survey

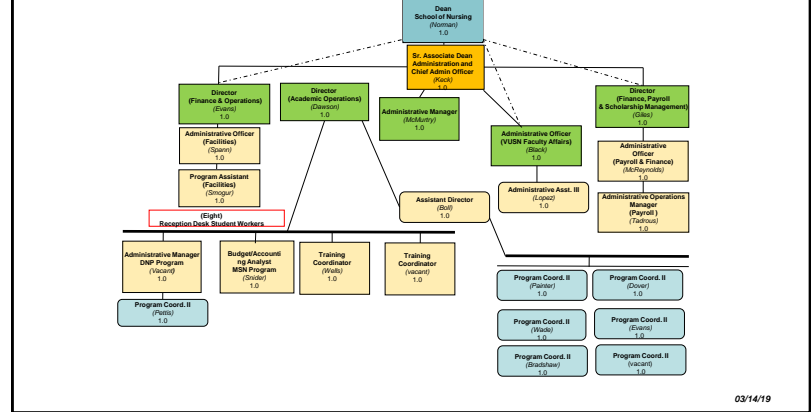


Revenues/(Expenses)	Private	Public	Combined
Grants (DC & IC)	\$6.3M	\$3.6M	\$4.8M
Clinical/Practice	\$697K	\$321K	\$458K
Common & Central Costs	(\$11.4M)/(\$7.6M)	(\$6.3)/(\$4.6M)	(\$6.1M)

Private Institution

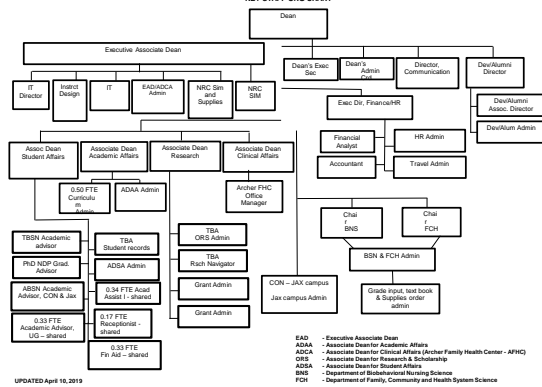


VUSN Administration Organizational Chart



Public Institution

UNIVERSITY OF FLORIDA COLLEGE OF NURSING KEY STAFF ORG CHART



UPDATED April 16, 2019

Road Map for Discussion

- I Defining the Scope of the Survey
- II Results & Profiles
- III Refining the Survey
- IV Appendix

Refining the Survey

- Financial Data Optional or Useful?
- Did you use last year's data? If so, how did it help?
- What's missing?
- Grants Revenue – keep or omit?
- What would you delete from the survey?
- Would you participate again?

27

What's Out There?

AAUDE
Association of American
Universities Data Exchange

HigherEdJobs

CAMPUS
TECHNOLOGY



28

And the Winner Is.....



Road Map for Discussion

I Defining the Scope of the Survey

II Results & Profiles

III Refining the Survey

IV Appendix

FTE Averages

Office FTE averages by type & region

- Business Office
- Grants Office
- Information Technology Office
- Marketing Office
- Financial Aid Office
- Student Accounts Office
- Development and Alumni Affairs Office
- Academic Administration Office
- Lab/Simulation Office
- Admissions and Student Services Office
- Clinical Placement Office
- Global or International Office
- Continuing Education Office
- Practice Administration Office
- Dean's Office and all other Offices

Business/Finance



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Senior level administrators who report to the Dean	7	6	4	5	10	4	5	5	5	11
Business Office (FTE) employees:	8	7	4	5	7	4	6	6	6	5
Staffed Outside of School	3.57	-	0.69	0.05	1.36	-	0.33	-	1.25	0.28
Manager/Director	0.72	1.14	0.89	1.05	0.81	0.33	1.63	0.96	0.89	1.06
HR/Payroll	0.96	1.33	0.75	0.78	1.28	0.67	0.37	1.17	0.71	1.31
AP/Procurement	0.78	1.24	0.33	0.55	0.78	-	0.37	1.15	0.44	0.75
Financial Reporting/Analysis/Accountant	0.57	1.08	0.26	0.57	0.42	0.33	0.47	1.04	0.50	0.25
Facilities/Operations	0.62	1.72	0.24	0.58	1.00	-	0.20	0.83	1.00	0.81
Administrative/staff assistant/clerical support	0.89	0.61	1.28	0.92	1.39	2.33	2.30	0.58	1.06	0.50

Grants



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Grants Office (FTE) employees:	5	5	4	4	6	4	1	3	6	4
Staffed Outside of School	2.14	0.11	3.11	2.21	2.00	4.00	0.33	-	3.63	2.25
Grants Administrator/Manager	0.52	0.86	0.34	0.46	0.66	0.33	0.73	0.96	0.38	0.29
Pre Award Staff	0.59	1.11	0.35	0.40	1.00	-	-	0.77	0.63	0.88
Post Award Staff	0.45	0.83	0.26	0.32	0.72	-	-	0.92	0.38	0.50
Staff Statisticians	0.34	0.88	0.09	0.28	0.47	-	0.17	0.58	0.68	0.03
Grant Compliance Staff	0.14	0.44	-	0.11	0.22	-	-	0.50	0.13	-
Administrative/staff assistant/clerical support	0.41	0.64	0.31	0.24	0.78	-	0.08	0.47	0.75	0.31

Information Technology



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
IT Office (FTE) employees:	7	6	8	8	4	13	2	5	13	3
Staffed Outside of School	4.68	0.33	7.13	5.78	1.86	12.33	-	0.34	9.71	1.67
Manager/Director	0.64	1.00	0.44	0.67	0.57	0.33	0.67	1.17	0.43	0.50
Service/Help Desk	0.56	1.22	0.19	0.67	0.29	-	0.33	1.00	0.71	0.33
Servers/Infrastructure/Security	0.19	0.53	-	0.21	0.14	-	0.27	0.33	0.29	-
Development/Project Management	0.36	1.00	-	0.33	0.43	-	-	0.67	0.71	-
Classroom AV/Distance Learning Instructional Technologist including Manager	0.38	0.83	0.13	0.36	0.43	-	0.33	0.58	0.43	0.33
Administrative/staff assistant/clerical support	0.46	0.72	0.31	0.42	0.57	-	-	1.25	0.29	0.33
	0.02	0.06	-	0.03	-	-	-	0.08	-	-

Marketing



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Marketing Office (FTE) employees:	3	4	2	3	2	5	0	3	4	2
Staffed Outside of School	1.24	0.67	1.56	1.50	0.57	5.00	-	1.00	1.00	0.50
Manager/Director	0.51	0.78	0.36	0.49	0.57	-	-	0.96	0.57	0.50
Web Staff	0.36	0.64	0.19	0.33	0.43	0.03	0.07	0.43	0.50	0.42
Other Staff (writer/PR, etc.)	0.64	1.56	0.13	0.67	0.57	-	-	0.42	1.71	0.25
Administrative/staff assistant/clerical support	0.13	0.28	0.05	0.13	0.14	0.08	-	-	0.29	0.17

Development and Alumni Affairs



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Development and Alumni Affairs Office (FTE) employees:	4	4	5	5	3	10	0	4	4	3
Staffed Outside of School	2.28	0.63	3.17	3.22	0.14	10.33	-	0.84	1.57	0.92
Manager/Director	0.52	0.63	0.47	0.44	0.71	-	-	1.00	0.29	0.67
Major Gifts Officer	0.36	0.79	0.13	0.27	0.57	-	-	0.47	0.64	0.17
Other Development/Alumni Staff	0.79	1.28	0.53	0.51	1.43	-	0.20	0.82	0.71	1.33
Administrative/staff assistant/clerical support	0.39	0.63	0.27	0.31	0.57	-	-	0.58	0.50	0.33

Academic Administration



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Academic Administration Office (FTE) employees:	7	10	6	7	8	12	0	10	6	5
Staffed Outside of School	2.83	1.00	3.80	3.69	0.86	12.00	-	1.33	2.43	0.67
Manager/Director	0.89	1.44	0.57	0.77	1.14	-	-	1.33	0.75	1.17
Mid-level Coordinators	1.07	2.81	0.13	0.97	1.29	-	-	1.75	1.00	1.17
Data Specialist/Evaluation	0.17	0.25	0.13	0.06	0.43	-	-	0.17	0.29	0.17
Admin Assistant (supporting leader or program/dept)	2.04	3.88	1.07	1.25	3.86	-	-	4.33	1.71	1.50
Other non-clerical staff	0.26	0.75	-	-	0.86	-	-	1.00	-	-

Lab/Simulation



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Lab/Simulation Office (FTE) employees:	3	5	3	3	4	3	3	4	5	2
Staffed Outside of School	0.45	0.50	0.43	0.27	0.86	2.00	-	0.80	-	-
Manager/Director	0.57	0.69	0.50	0.60	0.50	-	1.00	0.70	0.71	0.50
Technical Staff	0.81	1.31	0.50	0.79	0.86	-	-	1.10	0.93	0.83
Administrative/staff assistant/clerical support	0.18	0.31	0.11	0.17	0.21	-	-	0.30	0.14	0.25
Simulation/Lab Instructors (include non-faculty nurses)	1.48	1.69	1.36	1.60	1.21	0.83	2.00	0.80	2.71	0.83

Admissions and Student Services



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Admissions and Student Services Office (FTE) employees:	8	9	8	10	5	16	7	8	10	4
Staffed Outside of School	3.41	0.75	4.93	4.73	0.57	14.67	-	1.20	3.43	0.17
Director/Manager	0.82	1.22	0.58	0.77	0.93	0.33	2.00	1.00	0.63	0.92
Admissions and Recruiting Student Services/Career Services/Advisor	1.60	2.38	1.12	1.57	1.67	-	5.00	1.80	2.14	0.90
Data and Compliance	0.33	0.91	-	0.42	0.14	-	-	0.65	0.57	-
Other	0.31	0.72	0.07	0.38	0.14	-	-	0.15	0.86	-
Administrative/staff assistant/clerical support	0.80	1.44	0.43	0.83	0.71	0.33	-	1.50	0.71	0.67

Clinical Placement



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Clinical Placement Office (FTE) employees:	2	3	2	1	4	3	1	3	2	2
Staffed Outside of School	-	-	-	-	-	-	-	-	-	-
Manager/Director	0.52	0.50	0.53	0.29	1.00	0.67	-	0.60	0.77	0.17
Administrative/staff assistant/clerical support	1.73	2.19	1.46	1.13	3.00	2.33	1.00	2.00	1.57	1.50

Global or International



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Global or International Office (FTE) employees:	2	1	3	3	1	3	0	2	4	1
Staffed Outside of School	1.68	0.38	2.43	2.47	-	3.33	-	0.60	3.43	-
Manager/Director	0.32	0.50	0.21	0.27	0.43	-	-	0.60	0.29	0.33
Administrative/staff assistant/clerical support	0.24	0.54	0.07	0.09	0.57	-	-	0.46	0.14	0.33

Continuing Education



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Continuing Education Office (FTE) employees:	1	1	2	2	0	7	0	1	1	0
Staffed Outside of School	0.91	-	1.43	1.33	-	6.67	-	-	-	-
Manager/Director	0.13	0.34	-	0.18	-	-	-	0.20	0.25	-
Staff	0.23	0.50	0.07	0.33	-	-	-	0.60	0.29	-
Administrative/staff assistant/clerical support	0.13	0.35	-	0.19	-	-	-	0.40	0.11	-

Practice Administration



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Practice Administration Office (FTE) employees:	0	1	0	1	0	0	0	1	0	1
Staffed Outside the School	-	-	-	-	-	-	-	-	-	-
Manager/Director	0.25	0.56	0.07	0.30	0.14	-	-	0.60	0.21	0.17
Mid-level Coordinators	0.09	0.25	-	-	0.29	-	-	-	-	0.33
Administrative/staff assistant/clerical support	0.16	0.24	0.11	0.23	-	-	-	0.39	0.21	-

Dean's Office



Full Time Employees	All SON	Medical Center SON	Not Medical Center SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Dean's Office and all other Offices (FTE) employees:	4	3	4	3	4	3	3	4	4	3
Staffed Outside of School	-	-	-	-	-	-	-	-	-	-
Manager/Director	0.64	0.38	0.79	0.67	0.57	-	-	1.00	0.43	1.00
Non-clerical/programmatic staff	0.31	0.59	0.14	0.25	0.43	-	-	0.95	0.29	-
Administrative/staff assistant/clerical support	2.58	1.75	3.05	2.55	2.64	3.42	3.00	2.00	2.86	2.25

Business/Finance



Full Time Employees	All SON	Public SON	Private SON	West	Southwest	Southeast	Midwest	Northeast
Senior level administrators who report to the Dean	5	5	4	2	6	5	4	4
Business Office (FTE) employees:	7	6	8	6	5	12	5	6
Staffed Outside of School	1.38	1.45	1.20	1.63	0.00	4.79	0.14	0.04
Manager/Director	1.01	0.98	1.08	0.63	1.25	0.79	1.14	1.14
HR/Payroll	1.16	1.15	1.20	0.58	0.75	1.43	1.36	1.44
AP/Procurement	0.69	0.58	0.94	0.38	0.50	1.18	0.57	0.71
Financial Reporting/Analysis/Accountant	0.95	0.96	0.92	0.81	1.00	1.63	0.57	0.79
Facilities/Operations	0.65	0.44	1.13	0.11	0.00	0.86	0.71	1.14
Administrative/staff assistant/clerical support	0.85	0.70	1.22	1.50	1.13	0.93	0.57	0.66