General Directorate of Planning, Development and Quality Assurance

Directorate of Quality Assurance

Quality Culture Unit

KPIs guide for DAU

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Introduction

Performance indicators are important tools for assessing the quality and monitoring the performance of academic programs. They contribute to continuous development processes and support decision-making .

DAU seeks to measure its performance indicators by carrying out internal and external benchmarking by using appropriate tools such as surveys, statistical data, among others, depending on the nature and purpose of each indicator. The aim of the whole process is to formulate performance indicator reports that are necessary to determine the current level of performance and identify areas of strengths and those that need improvement.

This guide has been prepared to shed light on the nature of KPIs, their definition, types, and the importance of measuring them. It also includes an account of the KPIs approved by NCAAA, calculation methods, and the description cards for these indicators. The guide also provides an overview of the benchmarking types, their importance, how to carry benchmarking out, and how to use results in the evaluation processes and the development of improvement plans.

DAU's Vision

To be a world-class university.

DAU's Mission

To inspire professional and personal success of our graduates through excellence in education, research, and community engagement.

Definition of Performance Indicators:

The performance indicator can be defined as:

- An administrative tool in monitoring progress towards achieving goals.

- Information and statistical data that can be measured and compared to determine progress towards the goal.

- Tools to measure how close the organization is to achieving goals.

Another Definition:

Performance indicators comprise a set of quantitative and qualitative measures used to track performance during a certain period to identify the extent to which agreed performance levels have been achieved. These are the checkpoints that monitor progress towards achieving standards.

Importance of Performance Indicators:

1. Control and measure progress towards achieving strategic goals.
2. Develop the institution's performance for competitive purposes.
3. Help leadership make decisions based on correct and accurate information.
4. Monitor performance for the purpose of benchmarking universities, colleges, and programs.
5. Provide sufficient information to external auditors and evaluators for the purpose of academic accreditation.
6. Ensure transparency and accountability.
7. Facilitate institutional and program evaluation processes.
8. Provide the Ministry of Higher Education and beneficiaries with input to ensure that the institution is on the right track.
9. Provide evidence of improvement of performance.

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Types of Performance Indicators:

1. Input indicators.

2. Operation indicators

3. Output indicators.

- Quantitative indicators such as statistics and numerical data of different types.

- Qualitative indicators such as measurements of the level of beneficiary satisfaction.

Levels of Performance Indicators:

Measuring performance, whether at the individual level, the level of the organizational unit, or the institution level, is a complement to the evaluation, control, and quality assurance processes.
The institution's overall performance is the total, integrated sum of the results of the institution's operations and its interaction with both internal and external environment. Therefore, it includes the following levels:

1. Performance of individuals in their organizational units.

2. Performance of organizational units within the general framework of the institution.

3. The overall performance of the institution with reference to its internal and external environment.

Characteristics of a good performance indicator (SMART)

Characteristics of a good performance indicator:

1. It is precisely and clearly defined.

2. It is clearly understood by individuals and teams within the organization.

3. It is realistic and achievable within the capabilities of the institution.

4. It is quantitatively and qualitatively measurable.

5. It is simple, and easy to calculate and understand.

6. It is highly credible.

7. It is achievable within an acceptable period.

8. It can be evaluated periodically, so that reports on the extent of its progress can be issued and communicated to all stakeholders.

9. Determining the individuals and departments responsible for achieving them and following up on these bodies.

10. It is compatible with and directly related to the institution's vision, goals, and strategic objectives.

11. It is representative of the institution and is fully inclusive of its performance and operations.

12. It can be verified by an independent body.

Areas for the Use of Performance Indicators:

Performance indicators are used in evaluating:

- Strategic plans

- Program and course specifications.

- Self-evaluation scales.

- Annual reports

- Operational plans for development and improvement

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Performance Analysis and How to Determine Performance Indicators

This is done in two stages:

- **The first stage**: evaluate the current level of performance through:

- **The second stage:** develop an action plan for improvement, which includes:

1. Setting a work plan
2. Applying the plan
3. Monitoring results
4. Reviewing performance

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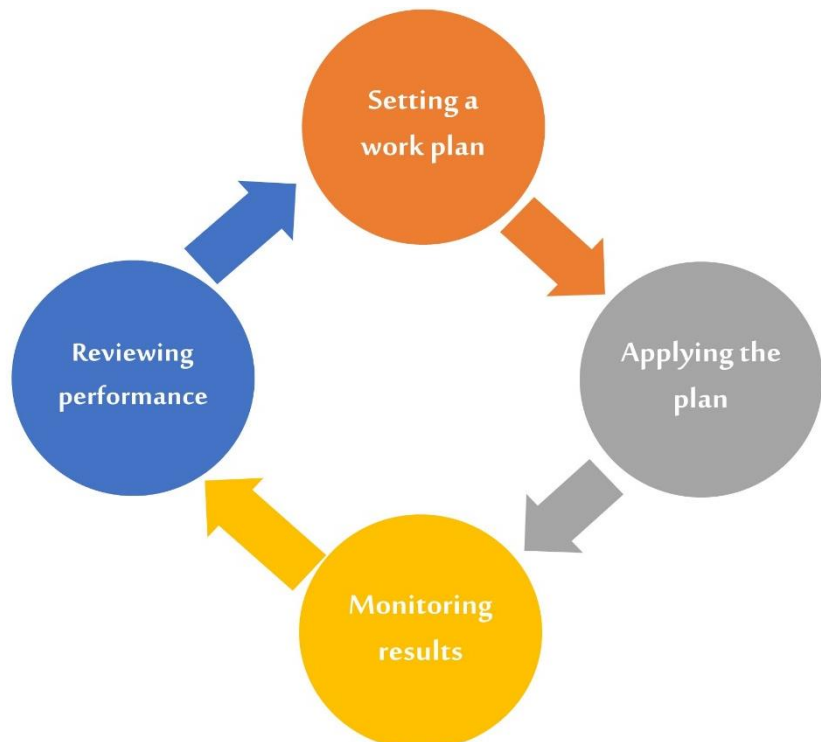
Benchmarking:

Leading organizations that aim for stability and continuous improvement, while achieving excellence and innovation, need to constantly work on enhancing their performance by comparing it to the performance of their competitors and other leading organizations in their field of work.

- **Benchmarking Definition:**

One of the tools used by organizations for evaluation, development, and performance improvement is by comparing their performance to other models, whether within the same organization, outside of it, or at the local or global level. The purpose is to identify areas of strength that can be enhanced and areas that need improvement to achieve the best performance. It is an ongoing process that does not stop at a certain point.

Types of Benchmarking

There are several types of benchmarking, the most important of which are:

Internal and External Benchmarking:

1. **Internal Benchmarking:**

- Self-comparison: This involves comparing an organization or program with its own performance in previous years. This type of benchmarking helps assess performance trends, whether there is improvement, stability, or decline.

- Comparison with other programs within the same institution: In this case, an educational institution compares each program or department within it with similar programs and departments based on specific criteria. The required information is gathered using various measurement tools.

2. **External Benchmarking:**

It can be either local or international. In external benchmarking, an educational institution compares its performance as an organization or program with another institution or a similar program based on specific criteria. The required information is gathered using various measurement tools.

Importance of Benchmarking:

1. Allows an organization to assess its actual performance compared to its competitors.
2. Helps the organization identify the specific performance gap between itself and other institutions in its field.
3. Provides opportunities for collaboration between institutions or local units.
4. Guides the organization, internally and externally, towards best practices and leveraging the expertise of other successful institutions.

5. Helps the organization prioritize improvement areas that require attention and give them priority in implementation.

6. Reduces subjectivity in decision-making related to quality.

7. Enables continuous learning.

8. Utilization of data and information.

Criteria for Selecting Benchmark Universities:

The university establishes several criteria for selecting benchmark universities, including:

1. Benchmark universities should perform the three main functions of a university: scientific research, education, and community service.

2. The number of students in benchmark universities should be comparable.

3. Benchmark universities should offer the same major disciplines in various scientific branches (medical, applied, and humanities).

4. They should grant the same academic degrees.

5. There should be similarity in the number and competence of faculty members.

Applying of Benchmarking

To establish a benchmarking framework, it is necessary to answer the following questions:

1. Where do we stand compared to others?

2. Which universities are best suited for benchmarking their activities?

3. What areas of improvement are needed?

4. How can we implement the practices of those universities?

5. How can we achieve greater excellence than those universities?

Steps for implementing benchmarking:

5. Implementing best practices and developing an action plan.

3. Researching and selecting a benchmarking partner.

1. Understanding and monitoring the current performance of the institution to identify existing gaps.

6. Evaluating the results and developing improvement plans.

4. Implementing benchmarking processes.

2. Identifying areas that require development and establishing benchmarking targets.

- Continuous development and improvement can be achieved by reapplying these steps.

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Types of Benchmarking Partners:

1. Similar Peers:

These are institutions or programs that have a similar level of performance and share similar characteristics and interests. However, for the benchmarking to be beneficial, these peers should have quality management systems in place, be accredited or on the verge of accreditation, to ensure that their practices and outcomes are at a good level.

2. Aspirational Peers:

These are distinguished institutions or programs that surpass the university or program. In this case, the institution conducts a cooperative benchmarking comparison with them to exchange experiences and acquire practices for development. It is not necessary for there to be a similarity in many features and conditions in this case.

3. Learning from Best Practices:

Here, the institution emulates some other institutions or programs that have exemplary practices and sees it beneficial to apply those practices, even if their activities are not similar. For example, the establishment of a method to secure stable financial resources in universities based on the practices of other universities.

Criteria for Selecting Benchmarking Partners:

1. Similarity in the educational system
2. Similarity in mission and objectives
3. Ability to provide data.
4. Quality of indicators and measurement methods
5. Cultural, social, and economic conditions

Relationship between Performance Indicators and Benchmarking:

There is an integrated relationship between benchmarking and performance indicators. All benchmarking activities that an institution wishes to undertake require measuring the areas that need to be compared, whether internally or externally. Therefore, after defining the main goal of benchmarking, the indicators to be used in the comparison are selected.

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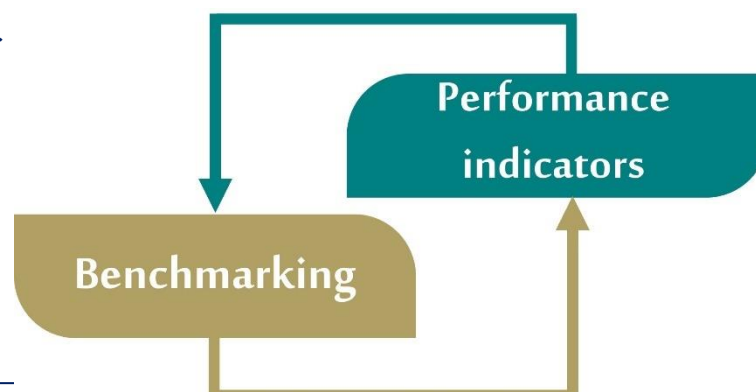
Cost of Benchmarking:

Benchmarking is usually done through the establishment of collaborative agreements between institutions to exchange indicators and information for comparison purposes. There are two scenarios:

- Free benchmarking: This occurs when the performance levels of the institutions are similar, and both parties require each other's information. In this case, benchmarking is done without any monetary exchange.

- Fee-based benchmarking: Sometimes, when one institution outperforms another and the latter seeks access to their knowledge and expertise, a cooperative agreement is formed. The superior institution guides and supports the lower-performing institution for a specified period to improve its performance and reach the desired level. Fees are charged based on the amount of support required.

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KPIs of the NCAAA:

The National Centre for Academic Accreditation and Evaluation has identified 20 key performance indicators at the program level. All of which are in line with the evolving program accreditation standards version 2022. These indicators are the minimum to be periodically measured, and the academic program can use additional performance indicators if it believes they are necessary to ensure the quality of the program:

Code	Key Performance Indicators	Description
KPI-I-01	Percentage of achieved indicators of the institution strategic plan objectives	Percentage of performance indicators of the strategic plan objectives of the institution that achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year
KPI-I-02	Students' evaluation of quality of learning experience in the programs	Average of overall rating of final year students for the quality of learning experience in the programs on a five-point scale in an annual survey
KPI-I-03	Graduates' employability and enrolment in postgraduate programs	Percentage of graduates from undergraduate programs who within a year of graduation were: a. employed. b. enrolled in postgraduate programs. during the first year of their graduation to the total number of graduates in the same year
KPI-I-04	Graduation rate for Undergraduate Students in the specified period	Percentage of undergraduate students who completed the programs during the specified period in each cohort
KPI-I-05	Satisfaction of beneficiaries with learning resources	Average of beneficiaries' satisfaction rate with learning resources on a five-point scale in an annual survey in terms of: a. Their adequacy and diversity (references, journals, databases... etc.) b. The support services provided for their utilization.
KPI-I-06	Employers' evaluation of the institution graduate's proficiency	Average of overall rating of employers for the proficiency of the institution graduates (By NQF domains) on a five-point scale in an annual survey
KPI-I-07	Students' satisfaction with the offered services	Average of students' satisfaction rate with the various services offered by the institution (restaurants, transport, sports facilities, academic advising, ...) on a five-point scale in an annual survey
KPI-I-08	Ratio of students to teaching staff	Ratio of the total number of students to the total number of full-time or full-time equivalent teaching staff - for the institution as a whole and for each program separately
KPI-I-09	Proportion of faculty members with doctoral qualifications	Percentage of faculty members with verified doctoral qualifications to the total number of teaching staff

Code	Key Performance Indicators	Description
KPI-I-10	Proportion of teaching staff leaving the institution	Percentage of teaching staff leaving the institution annually for reasons other than age retirement to the total number of teaching staff.
KPI-I-11	Percentage of self-income of the institution	Percentage of self-income of the institution to the total income of the institution
KPI-I-12	Satisfaction of beneficiaries with technical services	Average of beneficiaries' satisfaction rate with technical services…) on a five-point scale in an annual survey in terms of: a. Suitability. b. Safety and confidentiality. c. Availability and ease of access. d. Maintenance and support services.
KPI-I-13	Percentage of publications of faculty members	Percentage of full-time faculty members who published at least one research during the year to total faculty members in the institution
KPI-I-14	Rate of published research per faculty member	The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year)
KPI-I-15	Citations rate in refereed journals per faculty member	The average number of citations in refereed journals from published research per faculty member in the institution (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published)
KPI-I-16	Number of patents, innovations, and awards of excellence	Number of: a. Patents and innovations b. Awards of excellence obtained by the institution's staff annually at the national/ regional/ international level.
KPI-I-17	Proportion of the research budget	Proportion of the budget dedicated to research by a. Proportion of the budget dedicated to research to the total budget of the institution. b. Proportion of research external funding to the total budget of research during year.
KPI-I-18	Satisfaction of beneficiaries with the community services	Average of beneficiaries' satisfaction rate with the community services provided by the institution on a five-point scale in an annual survey
KPI-I-19	Percentage of faculty members and students participating in community activities	The percentage of faculty/students who participated in community service activities to the total faculty/students in the institution
KPI-I-20	Proportion of accredited programs	Proportion of programs with valid accreditation from approved accrediting bodies to the total number of programs in the institution

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DAU KPIs:

No.	Key Performance Indicators	Description
1.	Student satisfaction with academic advising	Average student satisfaction with the academic advising services in an annual survey on a five-point scale.
2.	Students' satisfaction about services of Deanship of Admission and Registration	Average student satisfaction with the services of Deanship of Admission and Registration in an annual survey on a five-point scale.
3.	Student satisfaction with extracurricular activities.	Average student satisfaction with the extracurricular activities in an annual survey on a five-point scale.
4.	Student satisfaction with administrative services	Average student satisfaction with the administrative services in an annual survey on a five-point scale.
5.	Faculty Members Satisfaction	Average Faculty members satisfaction with the services provided to them in an annual survey on a five-point scale.
6.	Administrative satisfaction	Average Administrative satisfaction with the services provided to them in an annual survey on a five-point scale.
7.	Satisfaction with Climate	Average satisfaction of DAU members with the climate and work environment in an annual survey on a five-point scale.

NCAAA KPIs description cards:

KPI-I-01: Percentage of achieved indicators of the institution strategic plan objectives.

KPI Code	KPI-I-01
KPI Name	Percentage of achieved indicators of the institution strategic plan objectives.
KPI Description	Percentage of performance indicators of the strategic plan objectives of the institution that achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Calculated by the Strategic Plan Office
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Divide number of performance indicators that have achieved the targeted annual level / total number of indicators.
Analysis	
Priorities for Improvement	

KPI-I-02: Students' Evaluation of quality of learning experience in the programs

KPI Code	KPI-I-02
KPI Name	Students' Evaluation of quality of learning experience in the programs.
KPI Description	Average of overall rating of final year students for the quality of learning experience in the programs on a five-point scale in an annual survey
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Program Evaluation Survey (PES) - Student Experience Survey (SES).
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Through the results of student experience Surveys and the program evaluation, which are distributed annually to final-level students. The average ratings for each evaluation item (all survey items) are calculated. Then the average of all items calculated, based on a five-point scale. These results are sent through the Institutional Research & Archiving Unit to colleges and programs, to develop improvement plans.
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KPI-I-03: Graduates' employability and enrolment in postgraduate programs.

KPI Code	KPI-I-03
KPI Name	Graduates' employability and enrolment in postgraduate programs
KPI Description	Percentage of graduates from undergraduate programs who within a year of graduation were: a. employed. b. enrolled in postgraduate programs. during the first year of their graduation to the total number of graduates in the same year
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	National Labor Observatory.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Based on the results received from the National Labor Observatory.					
Analysis						
Priorities for Improvement						

KPI-I-04: Graduation rate for Undergraduate Students in the specified period

KPI Code	KPI-I-04
KPI Name	Graduation rate for Undergraduate Students in the specified period
KPI Description	Proportion of undergraduate students who completed the program in minimum time in each cohort.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	SIS system plus confirm program manager
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	It's calculated electronically through SIS system and will be confirmed by Program managers. As following: 1. Finding the number of new students before 4 or 5 years (depending on the duration of the program) 2. Finding the numbers who graduated from them in the current year 3. Divide number of students who graduated in the current year / number of new students when they were in the first level of the program (according to the duration of the program).
Analysis	
Priorities for Improvement	

KPI-I-05: Satisfaction of beneficiaries with the learning resources.

KPI Code	KPI-I-05
KPI Name	Satisfaction of beneficiaries with the learning resources
KPI Description	Average of beneficiaries' satisfaction rate with learning resources on a five-point scale in an annual survey in terms.
KPI Cycle Time	annually
KPI polarity	positive
KPI Measurement Tool	Faculty members Satisfaction Survey - Student experience survey.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
Calculating KPI (calculating method)	Through mentioned surveys, which is distributed annually to final-level students and faculty members, the average for each item of evaluation is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale					
Analysis						
Priorities for Improvement						

KPI-I-06: Employers' evaluation of the institution graduate's proficiency.

KPI Code	KPI-I-06
KPI Name	Employers' evaluation of the institution graduate's proficiency
KPI Description	Average of overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Employer Evaluation Survey.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Through the results of Employer Evaluation Survey which is sent annually at the beginning of the second semester of each year, the average for each item of evaluation (all survey items) is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale. These results are used to develop improvement plans.					
Analysis						
Priorities for Improvement						

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KPI-I-7: Students' satisfaction with the offered services.

KPI Code	KPI-I-7
KPI Name	Students' satisfaction with the offered services.
KPI Description	Average of students' satisfaction rate with the various services offered by the institution (restaurants, transport, sports facilities, academic advising, ...) on a five-point scale in an annual survey
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Program Evaluation Survey - Student Experience Survey (SES)
KPI Level	Institutional

			Current year			
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Through mentioned surveys, which are distributed annually to final-level students, the average for each item of evaluation is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale. Results are sent through the Institutional Research & Archiving Unit to all colleges and programs, to benefit from the results in developing improvement plans.
Analysis	
Priorities for Improvement	

KPI-I-08: Ratio of students to teaching staff.

KPI Code	KPI-I-08
KPI Name	Ratio of students to teaching staff.
KPI Description	Ratio of the total number of students to the total number of full-time or full-time equivalent teaching staff - for the institution as a whole and for each program separately
KPI Cycle Time	Annually
KPI polarity	Negative
KPI Measurement Tool	SIS System
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Finding the number of students at DAU from SIS System. Finding the number of faculty members from the Human Resources Department. Finding the Proportion of students to the number of faculty members.					
Analysis						
Priorities for Improvement						

KPI-I-09: Proportion of faculty members with doctoral qualifications.

KPI Code	KPI-I-09
KPI Name	Proportion of faculty members with doctoral qualifications.
KPI Description	Percentage of faculty members with verified doctoral qualifications to the total number of teaching staff at the Institution.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	HRM Department - Academic programs at DAU.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Dividing the number of faculty members who with verified doctoral qualifications / total number of teaching staff at DAU.
Analysis	
Priorities for Improvement	

KPI-I-10: Proportion of teaching staff leaving the institution.

KPI Code	KPI-I-10
KPI Name	Proportion of teaching staff leaving the institution.
KPI Description	Percentage of teaching staff leaving the institution annually for reasons other than age retirement to the total number of teaching staff.
KPI Cycle Time	Annually
KPI polarity	Negative
KPI Measurement Tool	HRM Department - Academic programs at DAU.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Dividing the number of faculty members who leaving the institution for reasons other than age retirement/ total number of teaching staff the institution.
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KPI-I-12: Satisfaction of beneficiaries with technical services.

KPI Code	KPI-I-12
KPI Name	Satisfaction of beneficiaries with technical services.
KPI Description	Average of beneficiaries' satisfaction rate with technical services...) on a five-point scale in an annual survey in terms of: a. Suitability. b. Safety and confidentiality. c. Availability and ease of access. d. Maintenance and support services.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Program Evaluation Survey - Student Experience Survey (SES)
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Through mentioned surveys, which is distributed annually to final-level students, the average for each item of evaluation is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale. Results are sent through the Institutional Research & Archiving Unit to all colleges and programs, to benefit from the results in developing improvement plans.
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KPI-I-13: Percentage of publications of faculty members

KPI Code	KPI-I-13
KPI Name	Percentage of publications of faculty members.
KPI Description	Percentage of full-time faculty members who published at least one research during the year to total faculty members in the program
KPI Cycle Time	Annually
KPI polarity	positive
KPI Measurement Tool	Form of "faculty Research Activities" which is filled out by Unit of research support.
KPI Level	Institutional

Current year ………..						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Through the "form of faculty research activities" which is filled out by Unit of research support, Divide the number of faculty members who published at least one research during the year / total faculty members in the institution.					
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KPI-I-14: Rate of published research per faculty member

KPI Code	KPI-I-14
KPI Name	Rate of published research per faculty member
KPI Description	The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year)
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Form of "faculty Research Activities" which is filled out by Unit of research support.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Through the "form of faculty research activities" which is filled out by unit of research support, Divide the total of refereed or published research per each faculty member during the year / total faculty members in the institution.
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KPI-I-15: Citations rate in refereed journals per faculty member.

KPI Code	KPI-I-15
KPI Name	Citations rate in refereed journals per faculty member
KPI Description	The average number of citations in refereed journals from published research per faculty member in the institution (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published)
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Form of "faculty Research Activities" which is filled out by Unit of research support.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Through the "form of faculty Research Activities" which is filled out by Unit of research support, Divide the total number of citations in refereed journals from published research for full-time or equivalent faculty members / the total research published.
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KPI-I-16: Number of patents, innovations, and awards of excellence.

KPI Code	KPI-I-16
KPI Name	Number of patents, innovations, and awards of excellence
KPI Description	Number of: a. Patents and innovations b. Awards of excellence obtained by the institution's staff annually at the national/ regional/ international level.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Form of "faculty Research Activities" which is filled out by Unit of research support.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Through the "form of faculty Research Activities" which is filled out by Unit of research support, find the summation the number of patents, innovations, and excellence awards obtained by faculty members in the year
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KPI-I-17: Proportion of the research budget.

KPI Code	KPI-I-17
KPI Name	Proportion of the research budget.
KPI Description	Proportion of the budget dedicated to research by a. Proportion of the budget dedicated to research to the total budget of the institution. b. Proportion of research external funding to the total budget of research during year.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Form of "faculty Research Activities" which is filled out by Unit of research support.
KPI Level	Institutional

			Current year			
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Calculated through the financial department.					
Analysis						
Priorities for Improvement						

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KPIs guide for DAU

KPI-I-18: Satisfaction of beneficiaries with the community services.

KPI Code	KPI-I-18
KPI Name	Satisfaction of beneficiaries with the community services
KPI Description	Average of beneficiaries' satisfaction rate with the community services provided by the institution on a five-point scale in an annual survey
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Form of "community service activities form" which is filled out by the colleges.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

calculating KPI (calculating method)	Through the "community service activities form", which is filled out by the colleges, the average satisfaction of the beneficiaries with the community services that provided through the colleges is calculated on a five-level rating scale. Then find the average of these values, to obtain the institutional average.
Analysis	
Priorities for Improvement	

PI-I-19: Percentage of faculty members and students participating in community activities.

KPI Code	KPI-I-19
KPI Name	Percentage of faculty members and students participating in community activities
KPI Description	The percentage of faculty/students who participated in community service activities to the total faculty/students in the institution
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Form of "community service activities form" which is filled out by the colleges.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Divide number of faculty/students who participated in community service activities / total number of faculty/students in the institution.					
Analysis						
Priorities for Improvement						

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KPI-I-20: Proportion of accredited programs.

KPI Code	KPI-I-20
KPI Name	Proportion of accredited programs
KPI Description	Proportion of programs with valid accreditation from approved accrediting bodies to the total number of programs in the institution.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Calculated by Quality assurance management.
KPI Level	Institutional

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Divide number of programs with valid accreditation / total number of programs in the institution.					
Analysis						
Priorities for Improvement						

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KPIs guide for DAU

DAU KPIs

Student satisfaction with academic advising

KPI Name	Student satisfaction with academic advising				
KPI Description	Average student satisfaction with the academic advising services in an annual survey on a five-point scale.				
KPI Cycle Time	Annually				
KPI polarity	Positive				
KPI Measurement Tool	Program Evaluation Survey (PES)				
KPI Level	Institution				
Current year					
Actual (current) value	Target value	Internal benchmarking	External benchmarking		New Target value
			University 1	University 2	University 3	
Calculating KPI (calculating method)	Through the results of the Program Evaluation Survey (PES), the average of the items related to student satisfaction with the academic advising services is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale.				
Analysis					
Priorities for Improvement					

Students' satisfaction about services of Deanship of Admission and Registration

KPI Name	Students' satisfaction about services of Deanship of Admission and Registration
KPI Description	Average student satisfaction with the services of Deanship of Admission and Registration in an annual survey on a five-point scale.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Survey of Students' satisfaction about services of Deanship of Admission and Registration.
KPI Level	Institution

Current year ………..						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

Calculating KPI (calculating method)	Through the results of survey "students' satisfaction about services of Deanship of Admission and Registration", the average estimate for each item of evaluation (all survey items) is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale. These results are used to develop improvement plans.
Analysis	
Priorities for Improvement	

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KPIs guide for DAU

Students' satisfaction with extracurricular activities.

KPI Name	Student satisfaction with extracurricular activities.
KPI Description	Average satisfaction with extracurricular activities in an annual survey on a five-point scale.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Program Evaluation Survey (PES) - Student experience survey
KPI Level	Institution

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

Calculating KPI (calculating method)	Through the results of the program evaluation survey and student experience survey, the average of the items related to satisfaction with extracurricular activities is calculated, then calculated total average.
Analysis	
Priorities for Improvement	

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Students' satisfaction with administrative services.

KPI Name	Student satisfaction with administrative services.
KPI Description	Average satisfaction with administrative services in an annual survey on a five-point scale.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Program Evaluation Survey (PES) - Student experience survey - Deanship of Admission and Registration survey.
KPI Level	Institution

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

Calculating KPI (calculating method)	Through the results of the program evaluation survey, student experience survey and Admission and Registration survey, the average of the items related to satisfaction with administrative services is calculated, then calculated total average.
Analysis	
Priorities for Improvement	

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Faculty Members Satisfaction

KPI Name	Faculty Members satisfaction with the services provided to them.
KPI Description	Average Faculty members Satisfaction with the services provided to them in an annual survey on a five-point scale.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	DAU faculty members satisfaction survey
KPI Level	Institution

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

Calculating KPI (calculating method)	Through the results of DAU faculty members satisfaction survey, the average estimate for each item of evaluation (all survey items) is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale.
Analysis	
Priorities for Improvement	

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Administrative satisfaction

KPI Name	Administrative satisfaction with the services provided to them.
KPI Description	Average Administrative satisfaction with the services provided to them in an annual survey on a five-point scale.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	Employee Opinion Survey
KPI Level	Institution

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	
calculating KPI (calculating method)	Through the results of Employee Opinion Survey, the average estimate for each item of evaluation (all survey items) is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale.					
Analysis						
Priorities for Improvement						

Satisfaction with Climate

KPI Name	Satisfaction with the climate and work environment
KPI Description	Average satisfaction of Faculty members and Administrative with the climate and work environment in an annual survey on a five-point scale.
KPI Cycle Time	Annually
KPI polarity	Positive
KPI Measurement Tool	DAU Faculty members Satisfaction Survey Employee Opinion Survey
KPI Level	Institution

Current year						
Actual (current) value	Target value	Internal benchmarking	External benchmarking			New Target value
			University 1	University 2	University 3	

Calculating KPI (calculating method)	Through the results of the DAU Faculty members satisfaction survey and employee opinion survey, the average of the items related to satisfaction with the climate and work environment is calculated, calculated the average of these averages, then the final evaluation is calculated on a five-point scale.
Analysis	
Priorities for Improvement	