



DAU's STRATEGIC PLAN 2023-2027

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STRATEGIC PLAN OF DAR AL ULOOM UNIVERSITY

2023-2027



Developed by

Strategic Plan Office
Planning, Development, and Decision Support Directorate

Tuesday, May 30, 2023

Key Performance Indicator Sheets

Note: The KPIs values are Undisclosed Values (UV)

KPI_L1_1.1_01

KPI Name	Unit	Frequency of computation
Proportion of faculty members with doctoral qualifications	Percentage	Annually

Description: Highly qualified teaching faculty with verified doctoral qualification ensures that students get the absolute most out of their courses.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of teaching staff with a doctoral qualification is the number of faculty members who have a full-time status with DAU's programs and have a doctoral degree issued by a recognized higher education institution. The total number of teaching staff is all faculties who have a full-time status with DAU's colleges and departments. 	= [The number of faculty members with doctoral qualification / Total number of teaching staff]×100

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C01D01S02I04/ KPI_C1_1.1_01/ KPI-I-12	Faculty Qualifications Report Approved by HRM Directorate	HRM Platform	Human Resource Directorate	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 30% achievement	Unacceptable
							2	30% < 45% achievement	Emerging
							3	45% < 55% achievement	Minimally Acceptable
							4	55% < 75% achievement	Acceptable
							5	75% < 90% achievement	Accomplished
							6	90% ≤ 100% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.1

KPI_L1_1.1_02

KPI Name	Unit	Frequency of computation
Ratio of students to teaching staff	Ratio	Annually

Description: Ratio of students per teaching staff measures the number of students enrolled in undergraduate programs including UPP per faculty member. It reflects faculty member workload and the availability of faculty members' services to their students.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of students registered in DAU's undergraduate programs including UPP is the number of all students who are enrolled and have active status. The total number of teaching staff is number of all faculties who have a full-time or part-time status with DAU's programs. 	$= \frac{\text{Total number of students enrolled in DAU's programs}}{\text{Total number of full-time teaching staff working in DAU in the same academic year}}$

KPI Compatibility C01D01S02I03/ KPI_C1_1.1_02/ KPI-I-11	Data Source SIS Report	Computation Platform SIS	Computation Responsibility Deanship of Admission, Registration & Student Affairs	Usage Level Used for informed decisions making and actions by the programs, colleges & institution
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KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 15 : 1 or >35 : 1	Unacceptable
							2	≥ 15 : 1 and < 17 : 1 or > 33 : 1 and < 35 : 1	Emerging
							3	≥ 17 : 1 and < 19 : 1 or > 31 : 1 and < 33 : 1	Minimally Acceptable
							4	≥ 19 : 1 and < 21 : 1 or > 29 : 1 and < 31 : 1	Acceptable
							5	≥ 21 : 1 and < 23 : 1 or > 27 : 1 and < 29 : 1	Accomplished
							6	≥ 23 : 1 and ≤27:1	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.1

KPI_L1_1.1_03

KPI Name	Unit	Frequency of computation
Average percentage of teaching staff attending continuous professional development (CPD) programs out of the total invited.	Percentage	Annually

Description: CPD programs aim to improve the behavioral and technical skills of teaching staff through a variety of tools such as training programs, seminars, and coaching.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of teaching staff who participated in CPD programs include all DAU's faculties who participated in training programs, seminars, and coaching in order to develop their performance and their skills. The total number of invited faculties are all those who have a full-time status with DAU's colleges and departments, and were invited to participate in training programs, seminars, and coaching. 	$= \left[\frac{\text{The number of faculties who participated in CPD programs}}{\text{The total number of invited faculties}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.1_03	CPD Report	DAU Faculties' Record	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 60% achievement	Unacceptable
							2	60% < 70% achievement	Emerging
							3	70% < 80% achievement	Minimally Acceptable
							4	80% < 90% achievement	Acceptable
							5	90% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.1

KPI_L1_1.1_04

KPI Name	Unit	Frequency of computation
Average teaching load	Proportion	Annually

Description: The average of teaching load ensures that faculties are available to participate in curricular and extracurricular activities, community engagement, and research.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The sum of teaching hours is the total load of all teaching staff working in DAU's colleges including UPP. The total assumed academic load for all faculties working in DAU is the total number of teaching load hours required by DAU for all faculties who have a full-time status with DAU's colleges, UPP, and other unities. 	= [The sum of teaching hours / The total assumed academic load for all faculties working in DAU]

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.1_04	SIS Report	SIS	Deanship of Admission, Registration & Student Affairs	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	> 1.4 or > 0.60	Unacceptable
						2	>1.30 and ≤ 1.40 or < 0.70 and ≥ 0.60	Emerging
						3	>1.20 and ≤ 1.30 or < 0.80 and ≥ 0.70	Minimally Acceptable
						4	> 1.10 and ≤ 1.20 or < 0.90 and ≥ 0.8	Acceptable
						5	> 1.05 and ≤ 1.1 or < 0.95 and ≥ 0.9	Accomplished
						6	> 0.95 and ≤ 1.05	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.1

KPI_L1_1.1_05

KPI Name	Unit	Frequency of computation
Percentage of faculties whose improvement plans have been completed based on the results of the developed evaluation system	Percentage	Annually

Description: The main objective of performance evaluation is to provide an opportunity to the teaching staff and their respective supervisor (Dean of colleges, Head of departments) for the discussion of their job performance, their expectations and accomplishments, professional development and establishing goals and objectives for supporting to all DAU's program missions. This KPI provides valuable insights into improving teaching, community engagement and research, and will eventually lead to sustainable curricula.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of faculties whose improvement plans have been completed based on the results of the developed evaluation system The total number of teaching staff is the number of all faculties who have a full-time status with DAU's colleges and departments. 	$= \left[\frac{\text{The total number of faculties whose improvement plans have been completed}}{\text{The total number of teaching staff}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.1_05	Faculties' Evaluation Report	DAU Faculties' Record	Teaching & Learning Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 75% achievement	Unacceptable
							2	75% < 80% achievement	Emerging
							3	80% < 85% achievement	Minimally Acceptable
							4	85% < 90% achievement	Acceptable
							5	90% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.1

KPI_L1_1.2_01

KPI Name	Unit	Frequency of computation
Satisfaction of beneficiaries with technical services	Average rating	Annually

Description: This KPI measures the satisfaction degree of the beneficiaries with technical services in terms of Suitability, safety and confidentiality, availability and ease of access, and maintenance and support services. The aim of this KPI is to ensure that the students, faculties and administrative staff accomplish their academic and administrative endeavors within a set of conducive technical services.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The adequacy of technical services as perceived by the beneficiaries of DAU is a component of the students, faculties, and administrative staff satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the beneficiaries' perception. The total number of beneficiaries who filled the survey is the total number of students, faculties and administrative staff having a full-time status with DAU's colleges and departments who responded to the survey. 	$= \text{Sum of the scores given by the beneficiaries who responded to the adequacy of technical services} / \text{Total number of beneficiaries who filled the survey}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI-I-15	Beneficiaries Satisfaction Report of the Technical Services	LMS	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
						2	2.5 - 2.99	Emerging
						3	3 - 3.49	Minimally Acceptable
						4	3.5 - 3.99	Acceptable
						5	4 - 4.49	Accomplished
						6	4.5 - 5	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.2

KPI_L1_1.2_02

KPI Name	Unit	Frequency of computation
Percentage completion rate of the reengineering of DAU's IT infrastructure as envisioned by campus master plan	Percentage	Annually

Description: IT infrastructure represents the key success which is empowering and enabling the faculties and administrative staff towards achieving the wanted quality in DAU. This KPI provides valuable insights into improving DAU's IT infrastructure including datacenters, networks, servers, storage, PCs, learning platforms, and printing according to the Campus Master Plan.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of achieved DAU's IT infrastructure reengineering activities is the total number of reengineering initiatives, actions, and projects of DAU's IT infrastructure that targeted the improvement of datacenters, networks, servers, storage, PCs, learning platforms, and printing. The total number of planned DAU's IT infrastructure reengineering activities is the total number of reengineering initiatives, actions, and projects of DAU's IT infrastructure envisioned by Campus Maser Plan in the same year. 	$= [\text{The total number of achieved DAU's IT infrastructure reengineering activities} / \text{The total number of planned DAU's IT infrastructure reengineering activities}] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Campus Maser Plan Achievement Report		IT Department	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 30% achievement	Unacceptable
							2	30% < 45% achievement	Emerging
							3	45% < 55% achievement	Minimally Acceptable
							4	55% < 75% achievement	Acceptable
							5	75% < 90% achievement	Accomplished
							6	90% ≤ 100% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.2

KPI_L1_1.2_03

KPI Name	Unit	Frequency of computation
Satisfaction of beneficiaries with facilities and services	Average rating	Annually

Description: This KPI measures the satisfaction degree of the beneficiaries with facilities and services such as classrooms, labs, library, electronic resources, learning sources, health services, safety and security services, places for studying in the campus, sports facilities, canteens, and food courts, etc. The aim of this KPI is to keep the campus well-groomed, clean, maintained in optimal condition, and safe for students, faculties, and administrative staff, so that the ability to recruit and retain students improves drastically.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The adequacy of facilities and services as perceived by the beneficiaries of DAU is a component of the students, faculties and administrative staff satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the beneficiaries' perception. The total number of beneficiaries who filled the survey is the total number of students, faculties and administrative staff having a full-time status with DAU's colleges and departments who responded to the survey. 	$= \text{Sum of the scores given by the beneficiaries who responded to the adequacy of facilities and services} / \text{Total number of beneficiaries who filled the survey}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Beneficiaries Satisfaction Report of the Facilities and Services	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
							2	2.5 - 2.99	Emerging
							3	3 - 3.49	Minimally Acceptable
							4	3.5 - 3.99	Acceptable
							5	4 - 4.49	Accomplished
							6	4.5 - 5	Excellent



Return to Strategic Objective 1.2

KPI_L1_1.2_04

KPI Name	Unit	Frequency of computation
Percentage completion rate of the reengineering of DAU's facilities and services as envisioned by campus master plan	Percentage	Annually

Description: The ability to recruit and retain students is enhanced by keeping the campus clean, well-maintained, and safe. This KPI provides valuable insights into improving DAU's services and facilities including classrooms, labs, library, electronic resources, learning sources, health services, safety, and security services, places for studying in the campus, sports facilities, canteens, and food courts, according to the Campus Master Plan.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of achieved DAU's facilities and services reengineering activities is the total number of reengineering initiatives, actions and projects of DAU's facilities and services that targeted the improvement of classrooms, labs, library, electronic resources, learning sources, health services, safety and security services, places for studying in the campus, sports facilities, canteens and food courts, etc. The total number of planned DAU's facilities and services reengineering activities is the total number of reengineering initiatives, actions and projects of DAU's facilities and services envisioned by Campus Maser Plan in the same year. 	$= \left[\frac{\text{The total number of achieved DAU's facilities and services reengineering activities}}{\text{The total number of planned DAU's facilities and services reengineering activities}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Campus Maser Plan Achievement Report		Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 30% achievement	Unacceptable
							2	30% < 45% achievement	Emerging
							3	45% < 55% achievement	Minimally Acceptable
							4	55% < 75% achievement	Acceptable
							5	75% < 90% achievement	Accomplished
							6	90% ≤ 100% achievement	Excellent



Return to Strategic Objective 1.2

KPI_L1_1.2_05

KPI Name	Unit	Frequency of computation
Percentage completion rate of the reengineering of DAU's central library facilities and services as envisioned by campus master plan	Percentage	Annually

Description: In DAU, the library's primary responsibility is to facilitate teaching, learning, and research by providing relevant, high-quality and up-to-date information resources. To meet the increasing demand for library resources and services and technological advancements, continuous improvements are necessary. This KPI provides valuable insights into improving DAU's central library facilities and services according to the Campus Master Plan.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of achieved DAU's central library facilities and services reengineering activities is the total number of reengineering initiatives, actions and projects of DAU's central library facilities and services. The total number of planned DAU's central library facilities and services reengineering activities is the total number of reengineering initiatives, actions and projects of DAU's central library facilities and services envisioned by Campus Maser Plan in the same year. 	$= \left[\frac{\text{The total number of achieved DAU's central library facilities and services reengineering activities}}{\text{The total number of planned DAU's central library facilities and services reengineering activities}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Campus Maser Plan Achievement Report		Directorate of Learning Sources & Libraries	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 30% achievement	Unacceptable
							2	30% < 45% achievement	Emerging
							3	45% < 55% achievement	Minimally Acceptable
							4	55% < 75% achievement	Acceptable
							5	75% < 90% achievement	Accomplished
							6	90% ≤ 100% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.2

KPI_L1_1.3_01

KPI Name	Unit	Frequency of computation
Percentage of courses whose teaching materials were completed on the LMS system in first week of the semester.	Percentage	Biannually

Description: The quality of student learning is greatly enhanced by the timely submission of teaching materials and information on the LMS. This KPI measures the percentage of course materials submitted on LMS from the first week of the semester.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> Total number of sections whose course materials were submitted on LMS since the first week of the semester. The course materials and information include: posting of accreditation certificate, posting of program mission, title and code of course, textbook (reference + picture), instructor's name, office hours and e-mail, updated announcement of assessments, course specifications, syllabus, link to the platform (Cengage, McGraw Hill, etc.), chapters titles and learning objectives, hidden slides, test bank with CLOs, and any additional course material. The total number of open sections since the semester began. 	$= \left[\frac{\text{The total number of sections whose materials were submitted on LMS since the first week of the semester}}{\text{The total number of open sections since the semester began}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.3_01	Course Materials and Information Report	LMS	IT Department	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 50% achievement	Emerging
							3	50% < 75% achievement	Minimally Acceptable
							4	75% < 90% achievement	Acceptable
							5	90% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.3

KPI_L1_1.3_02

KPI Name	Unit	Frequency of computation
The using rate of learning and teaching platforms for DAU courses	Percentage	Biannually

Description: The usage rate of learning and teaching platform measures the extent of adoption of learning new technology in DAU's programs

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The number of DAU courses taught by using learning platforms (CENGAGE, MacGraw Hill, Pearson, etc.) and LMS for arabic courses. Platforms should contain course materials such as slides, test bank, assignments and quizzes, etc. The total Number of DAU courses taught by DAU's teaching staff. 	$= \left[\frac{\text{The total number of DAU courses taught by using learning platforms}}{\text{The total number of DAU courses taught by DAU's teaching staff}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.3_02	Learning Platforms Report	LMS	IT Department	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 75% achievement	Minimally Acceptable
						4	75% < 85% achievement	Acceptable
						5	85% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.3

KPI_L1_1.3_03

KPI Name	Unit	Frequency of computation
Satisfaction of beneficiaries with learning resources	Average rating	Annually

Description: This KPI measures the average of beneficiaries' satisfaction rate with learning resources in terms of: a) their adequacy and diversity (references, journals, databases, etc.) and b) the support services provided for their utilization. The aim of this KPI is to ensure that the existing learning resources assist the teaching staff with the presentation and transmission of educational content and the achievement of educational objectives, whilst aiding the students in acquiring knowledge and profiling different skills and values.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The adequacy of learning resources as perceived by the beneficiaries of DAU is a component of the faculties and students satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the beneficiaries' perception. The total number of beneficiaries who filled the survey is the total number of students and faculties having a full-time status with DAU's colleges and departments who responded to the survey. 	$= \frac{\text{Sum of the scores given by the beneficiaries who responded to the adequacy of learning resources}}{\text{Total number of beneficiaries who filled the survey}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.3_03/ KPI-I-07	Beneficiaries Satisfaction Report of the Learning Resources	LMS	Directorate of Learning Sources & Libraries	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
						2	2.5 - 2.99	Emerging
						3	3 - 3.49	Minimally Acceptable
						4	3.5 - 3.99	Acceptable
						5	4 - 4.49	Accomplished
						6	4.5 - 5	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.3

KPI_L1_1.4_01

KPI Name	Unit	Frequency of computation
Proportion of teaching staff leaving the institution	Percentage	Annually

Description: This KPI measures the degree of job satisfaction of the teaching staff. It is used to assess the effectiveness of DAU's policy and instruments used to attract and retain a high quality faculties, rewarding system, and human development programs participating to the social stability.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The number of teaching staff leaving DAU's colleges in the past year for other reasons than age retirement. This KPI covers teaching staff leaving the institution for their own reasons other than age retirement. The total number of DAU's teaching staff is all faculties who have a full-time status with DAU's colleges and departments. 	= Number of teaching staff leaving DAU's colleges in the past year for other reasons than age retirement / Total number of DAU's teaching staff

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.4_01/ KPI-I-13	Turnover Report	HRM Platform	Human Resource Directorate	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	≥ 30% achievement	Unacceptable
						2	30% > 20% achievement	Emerging
						3	20% > 15% achievement	Minimally Acceptable
						4	15% > 10% achievement	Acceptable
						5	10% > 5% achievement	Accomplished
						6	≤ 5% achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.4

KPI_L1_1.4_02

KPI Name	Unit	Frequency of computation
Student satisfaction towards campus life	Average rating	Annually

Description: This KPI measures the average of students' satisfaction rate with campus life on a five-point scale in an annual survey in terms of organizational environment and athletic, cultural and social activities. The aim of this KPI is to ensure that the campus provides a break from schoolwork, helps alleviate stress, and makes college more enjoyable and balanced.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The adequacy of campus life as perceived by the students of DAU is a component of the students satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the students' perception. The total number of students who filled the survey is all the students who are enrolled in DAU's programs and responded to the survey. 	$= \frac{\text{Sum of the scores given by the students who responded to the adequacy of campus life}}{\text{Total number of students who filled the survey}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Students' Satisfaction Report of the Campus Life	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable	
						2	2.5 - 2.99	Emerging	
						3	3 - 3.49	Minimally Acceptable	
						4	3.5 - 3.99	Acceptable	
						5	4 - 4.49	Accomplished	
						6	4.5 - 5	Excellent	



Return to Perspective 1 BSC



Return to Strategic Objective 1.4

KPI_L1_1.4_03

KPI Name	Unit	Frequency of computation
Faculty satisfaction towards campus life	Average rating	Annually

Description: This KPI measures the average of faculties' satisfaction rate with campus life on a five-point scale in an annual survey in terms of organizational environment; and athletic, cultural and social activities. The aim of this KPI is to ensure that the campus provides support for the effective delivery of lectures and contributes to the faculties' career development .

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The adequacy of campus life as perceived by the faculties of DAU is a component of the faculties' satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the faculties' perception. The total number of faculties who filled the survey is the total number of faculties having a full-time status with DAU's colleges and departments who responded to the survey. 	= Sum of the scores given by the faculties who responded to the adequacy of campus life / Total number of faculties who filled the survey

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Faculties' Satisfaction Report of the Campus Life	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
						2	2.5 - 2.99	Emerging
						3	3 - 3.49	Minimally Acceptable
						4	3.5 - 3.99	Acceptable
						5	4 - 4.49	Accomplished
						6	4.5 - 5	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.4

KPI_L1_1.4_04

KPI Name	Unit	Frequency of computation
Administrative staff satisfaction towards campus life	Average rating	Annually

Description: This KPI measures the average of administrative staff's satisfaction rate with campus life in terms of organizational environment and athletic, cultural, and social activities. The aim of this KPI is to ensure that the campus life encourages administrators to work constructively and collaboratively with colleagues, seeking guidance as required, and maintain a positive attitude to ensure successful relationships.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The adequacy of campus life as perceived by the administrative staff of DAU is a component of the administrative staff satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the administrative staff's perception. The total number of administrative staff who filled the survey is the total number of administrative staff having a full-time status with DAU's administrative units who responded to the survey. 	$= \frac{\text{Sum of the scores given by the administrative staff who responded to the adequacy of campus life}}{\text{Total number of administrative staff who filled the survey}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Administrative Staff's Satisfaction Report of the Campus Life	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
						2	2.5 - 2.99	Emerging
						3	3 - 3.49	Minimally Acceptable
						4	3.5 - 3.99	Acceptable
						5	4 - 4.49	Accomplished
						6	4.5 - 5	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.4

KPI_L1_1.4_05

KPI Name	Unit	Frequency of computation
Average number of social, cultural, and athletic activities carried out at the university	Proportion	Annually

Description: This KPI measures the average number of the activities including participation in social, cultural, and sports events inside and outside the university and carried out by the programs. These activities constitute an opportunity for students, faculties and administrative staff to promote psychological and physical well-being but also to develop various interpersonal skills such as patience, communication, leadership, punctuality, accountability, teamwork, trust, and others, and therefore grow and achieve success in life.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The Total number of social, cultural and athletic activities including all activities like volunteering, martial arts, theater, music, sports, etc. in which students, faculties and administrative staff participated. The total number of DAU's academic programs is the total number of academic programs provided by DAU's colleges. 	$= \frac{\text{Total number of the social, cultural and athletic activities in which students, faculties and administrative staff participated}}{\text{Total number of DAU's academic programs}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C1_1.4_05	DAU's Social, Cultural and Sports Activities Report		Community Engagement Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 3 achievement	Unacceptable
						2	3 < 5 achievement	Emerging
						3	5 < 10 achievement	Minimally Acceptable
						4	10 < 15 achievement	Acceptable
						5	15 < 20 achievement	Accomplished
						6	≥ 20 achievement	Excellent



Return to Perspective 1 BSC



Return to Strategic Objective 1.4

KPI_L2_2.1_01

KPI Name	Unit	Frequency of computation
Percentage of achieved indicators of the institution's strategy plan objectives	Percentage	Annually

Description: This KPI measures the institution's (DAU) performance indicators of the strategic plan objectives percentage that achieved the targeted annual level. It is used to measure institution's progress toward achieving its strategic goals.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of performance indicators of the strategic plan objectives of the institution (DAU) that achieved the targeted annual level. The total number of indicators targeted for these objectives in the same year. 	$= \left[\frac{\text{Total number of performance indicators of the strategic plan objectives of the institution (DAU) that achieved the targeted annual level}}{\text{Total number of indicators targeted for these objectives in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.1_01/ KPI-I-01	DAU's Strategic Plan Accomplishment Report		Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 50% achievement	Emerging
							3	50% < 75% achievement	Minimally Acceptable
							4	75% < 85% achievement	Acceptable
							5	85% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_02

KPI Name	Unit	Frequency of computation
Satisfaction of faculties with educational environment	Average rating	Annually

Description: This KPI measures the average of faculties' satisfaction rate with educational environment. The aim of this KPI is to examine the current teaching climates and cultures that faculty experience and to provide participating institutions with actionable information to improve the teaching environments on DAU's campus. The purpose is to determine how DAU satisfies faculty teaching needs, inspires positive motivation for teaching, provides adequate teaching resources, creates a collegial teaching environment between peers, and encourages effective student interactions. The questionnaire used consists of four parts: quality of learning and teaching, educational environment and infrastructure readiness, learning sources and overall evaluation.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The adequacy of the educational environment as perceived by the faculties of DAU is a component of the faculty staff satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the faculties' perception. The total number of faculties who filled the survey is the total number of faculties having a full-time status with DAU's colleges and departments who responded to the survey. 	$= \frac{\text{Sum of the scores given by the faculties who responded to the adequacy of educational environment}}{\text{Total number of faculties who filled the survey}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C01D01S02I06/ KPI_C2_2.1_02	Faculties Satisfaction Report of the Educational Environment	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
							2	2.5 - 2.99	Emerging
							3	3 - 3.49	Minimally Acceptable
							4	3.5 - 3.99	Acceptable
							5	4 - 4.49	Accomplished
							6	4.5 - 5	Excellent



Return to Strategic Objective 2.1

KPI_L2_2.1_03

KPI Name	Unit	Frequency of computation
Average percentage achievement of improvement plans for university programs	Percentage	Annually

Description: This KPI measures the average percentage achievement of improvement plans for DAU's academic programs. The follow-up of program improvement plans allows DAU to take a good hard look at current improvement activities and assesses which actions, initiatives, projects and expectations should be completed and therefore provides required support. These improved activities should be communicated to programs so that they know the best practices to achieve ambitious objectives.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The sum of the percentage achievement of improvement plans for university programs is the total number of improvement objectives of DAU's programs that targeted annual level. The total number of DAU's programs is the total number of academic programs provided by DAU's colleges. 	= Sum of the percentage achievement of improvement plans for university programs / Total number of DAU's academic programs

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.1_03	Achievement of Improvement Plans for DAU's Programs Report		Learning & Teaching Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 75% achievement	Minimally Acceptable
						4	75% < 85% achievement	Acceptable
						5	85% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_04

KPI Name	Unit	Frequency of computation
The percentage of achieved of the university's improvement plan objectives	Percentage	Annually

Description: This KPI measures the average percentage achievement of DAU's improvement plan. DAU's improvement plan is considered as an instrument of institutional orientation, consistent with the educational model and the strategic plan. By following up, it gives the opportunity to succeed. It is used to address failures in meeting institutional objectives or to ameliorate concerns about institutional decisions.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The sum of the performance indicators of DAU's improvement plan that achieved the targeted annual level. The total number of indicators targeted for DAU's improvement plan in the same year. 	$= \left[\frac{\text{The sum of the performance indicators of DAU's improvement plan that achieved the targeted annual level}}{\text{The total number of indicators targeted for DAU's improvement plan in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Achievement of DAU's Improvement Plans		Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 75% achievement	Minimally Acceptable
						4	75% < 85% achievement	Acceptable
						5	85% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_05

KPI Name	Unit	Frequency of computation
Alignment of graduates' jobs with their majors	Percentage	Annually

Description: This KPI measures the alignment between DAU's majors and graduates current occupations. The alignment between DAU students' majors and career pursuits has implications for both individuals' and the labor market's satisfaction. This KPI reflects DAU's success in providing updated programs responding to the present and future job market needs, that would facilitate the hiring of graduates in jobs aligned with their majors.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of graduates employed in major-aligned jobs is the total number of DAU's graduates who within a year of graduation were employed in jobs aligned with their majors. The total number of graduates who filled the survey is the total number of graduates who within a year of graduation were employed and responded to the survey. 	$= \left[\frac{\text{The total number of graduates employed in major-aligned jobs}}{\text{The total number of graduates who filled the survey}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.1_05/ C1D01S09I25	DAU's Graduates Report	SIS	Learning & Teaching Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 60% achievement	Minimally Acceptable
						4	60% < 75% achievement	Acceptable
						5	75% < 90% achievement	Accomplished
						6	90% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_06

KPI Name	Unit	Frequency of computation
Employers' evaluation of the institution graduates' proficiency	Average rating	Annually

Description: This KPI measures the average of employers' satisfaction rate with the proficiency of the institution graduates. The aim of this KPI is to identify the knowledge, skills, and values demanded by the employers and therefore to incorporate them in the programs' learning outcomes.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The proficiency of DAU's graduates is a component of the employers satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the employers' perception. The total number of employers who filled the survey is the total number of employers who have recruited DAU's graduates and responded to the survey. 	$= \text{Sum of the scores given by the employers who responded to the proficiency of DAU's graduates} / \text{Total number of employers who filled the survey}$

KPI Compatibility C01D01S01I01/ KPI_C2_2.1_06/ KPI-I-08	Data Source Employers' Satisfaction Report	Computation Platform SIS	Computation Responsibility Learning & Teaching Unit	Usage Level Used for informed decisions making and actions by the programs, colleges & institution
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KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
							2	2.5 - 2.99	Emerging
							3	3 - 3.49	Minimally Acceptable
							4	3.5 - 3.99	Acceptable
							5	4 - 4.49	Accomplished
							6	4.5 - 5	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_07

KPI Name	Unit	Frequency of computation
Students' performance in the professional and/or national examinations	Percentage	Annually

Description: This KPI helps colleges to know how well students are learning in the education system especially on national education goals, aims of the curriculum, and preparation for further learning and for life. It allows to assess areas of strength and weakness in particular students' knowledge, skills and values, and therefore improve academic programs. The professional and national examinations are specialized and include the following exams (1) Higher Education Outcomes Project: It is a measure adopted by ETEC to evaluate the learning outcomes in a number of Saudi higher education programs, (2) Fundamentals of Engineering, (3) Exams of the Saudi Commission for Health specialties including SMLE, SDLE, SPLE, and SNLE, or any other professional exam approved by ETEC in the future. Graduating students and new alumni take these tests.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of students or graduates who were successful in the professional and / or national examinations, or their score average and median (if any) The total number of students or graduates who participated in the professional and / or national examinations in the same year. 	$= \left[\frac{\text{Total number of students or graduates who were successful in the professional and, or national examinations}}{\text{Total number of students or graduates who participated in the professional and, or national examinations}} \right] \times 100$

<p>KPI Compatibility</p> <p>KPI_C2_2.1_07</p>	<p>Data Source</p> <p>Performance on Professional and / or National Examinations Report</p>	<p>Computation Platform</p> <p>DAU Students' Record</p>	<p>Computation Responsibility</p> <p>Learning & Teaching Unit</p>	<p>Usage Level</p> <p>Used for informed decisions making and actions by the programs, colleges & institution</p>
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KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 35% achievement	Unacceptable
						2	35% < 60% achievement	Emerging
						3	60% < 70% achievement	Minimally Acceptable
						4	70% < 80% achievement	Acceptable
						5	80% < 90% achievement	Accomplished
						6	90% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_08

KPI Name	Unit	Frequency of computation
Percentage of programs reviewed in the past four years	Percentage	Annually

Description: Through the use of this KPI, DAU is able to assess the effectiveness and quality of each academic program, stimulate planning and continuous improvement, and encourage development of strategic plans. Additionally, it allows DAU to evaluate the program's strengths, weaknesses, relevance, and goals. Reviewing academic programs ensures that DAU meets accreditation requirements and provides assurance of quality to students, faculty, staff, parents, alumni, and others interested in DAU.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of programs comprehensively reviewed in the past four years is the total number of academic programs that were overall reviewed before exceeding four years since the last review occurred. The total number of DAU's programs requiring review is the total number of academic programs provided by DAU's colleges and aren't reviewed since at least four years. 	$= \left[\frac{\text{Total number of programs comprehensively reviewed in the past four years}}{\text{Total number of DAU's programs requiring review}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.1_08	DAU's Academic Programs Review Report		Learning & Teaching Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 33% achievement	Unacceptable
						2	33% < 60% achievement	Emerging
						3	60% < 80% achievement	Minimally Acceptable
						4	80% < 90% achievement	Acceptable
						5	90% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_09

KPI Name	Unit	Frequency of computation
Proportion of national accredited programs	Percentage	Annually

Description: This KPI helps DAU to ensure that its colleges are credible and provide quality education and therefore it can be confident that colleges meet all the established national quality standards, offer a top-notch academic curriculum, promote a student-centered learning environment, and ensure continuous improvement with the best educational practices.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of programs with full or conditional accreditation from ETEC-NCAAA that remains in effect. The total number of programs in DAU. 	$= \left[\frac{\text{The total number of programs with full or conditional accreditation from ETEC-NCAAA and remains in effect}}{\text{Total number of programs in DAU}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.1_09/ KPI-I-02/ C1D01S03I10	National Accreditation Certificate		Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 33% achievement	Unacceptable
							2	33% < 65% achievement	Emerging
							3	65% < 80% achievement	Minimally Acceptable
							4	80% < 90% achievement	Acceptable
							5	90% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_10

KPI Name	Unit	Frequency of computation
Proportion of international accredited programs	Percentage	Annually

Description: This KPI helps DAU to ensure that its colleges are credible and provide quality education and therefore it can be confident that colleges meet all the established international quality standards, offer a top-notch academic curriculum, promote a student-centered learning environment, and ensure continuous improvement with the best educational practices.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of programs with valid international accreditation approved by ETEC-NCAAA that remains in effect The total number of programs in DAU. 	$= \left[\frac{\text{The total number of programs with valid international accreditation approved by ETEC-NCAAA and remains in effect}}{\text{Total number of programs in DAU}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.1_10/ KPI-I-02/ C1D01S03I10	International Accreditation Certificate		Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 33% achievement	Emerging
							3	33% < 50% achievement	Minimally Acceptable
							4	50% < 67% achievement	Acceptable
							5	67% < 80% achievement	Accomplished
							6	80% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_11

KPI Name	Unit	Frequency of computation
Average number of initiatives and activities offered by each academic program to improve students' skills, increase their employment prospects, and qualify them for entrepreneurship	Proportion	Annually
Description: Through this KPI, DAU can measure how colleges and academic programs are improving students' skills through appropriate initiatives and activities to enhance their employment prospects and to become independent entrepreneurs.		
Data Required for Computation	Computation Formula	
<ul style="list-style-type: none"> The total number of initiatives and activities offered by all DAU's academic programs to improve students' skills, increase their employment prospects, and qualify them for entrepreneurship. The total number of DAU's academic programs is the total number of academic programs provided by DAU's colleges. 	= Total number of initiatives and activities offered by each academic program to improve students' skills, increase their employment prospects, and qualify them for entrepreneurship / Total number of DAU's academic programs	

KPI Compatibility KPI_C2_2.1_11	Data Source Report of Initiatives and Activities Offered by each Academic Program to Improve Students' Skills, Increase their Employment Prospects, and Qualify them for Entrepreneurship.	Computation Platform 	Computation Responsibility Alumni Affairs & Career Guidance Unit	Usage Level Used for informed decisions making and actions by the programs, colleges & institution
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KPI Baseline	KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 1 achievement	Unacceptable
						2	1 < 2 achievement	Emerging
						3	2 < 3 achievement	Minimally Acceptable
						4	3 < 5 achievement	Acceptable
						5	5 < 7 achievement	Accomplished
						6	≥ 7 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.1_12

KPI Name	Unit	Frequency of computation
Average number of activities and initiatives performed in cooperation with local and international educational institutions and employers	Proportion	Annually

Description: In order to gain experience in national and international cooperation and to strengthen its capacities, as well as to produce high-quality innovative deliverables, DAU uses this KPI to measure how colleges and academic programs are partnering with local and international institutions and employers.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of activities and initiatives performed in cooperation with local and international educational institutions and employers. The total number of DAU's academic programs is the total number of academic programs provided by DAU's colleges. 	= Total number of activities and initiatives performed in cooperation with local and international educational institutions and employers / Total number of DAU's academic programs

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.1_12	Report of Activities and Initiatives Performed in Cooperation with Local and International Educational Institutions and Employers.		Alumni Affairs & Career Guidance Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 1 achievement	Unacceptable
						2	1 < 2 achievement	Emerging
						3	2 < 3 achievement	Minimally Acceptable
						4	3 < 5 achievement	Acceptable
						5	5 < 7 achievement	Accomplished
						6	≥ 7 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.1

KPI_L2_2.2_01

KPI Name	Unit	Frequency of computation
The percentage of achieved DAU's research strategic plan KPIs.	Percentage	Annually

Description: The research in DAU is considered as one of the important topics contributing to its visibility, reputation, sustainability, and development. Students and the society benefit directly from high-quality research projects that improve teaching and learning in classrooms. The development and implementation of a comprehensive research strategy and a knowledge-driven growth based on innovation are essential today. This KPI measures the average percentage achievement of DAU's research strategic plan.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The sum of the performance indicators of DAU's research strategic plan that achieved the targeted annual level. The total number of indicators targeted for DAU's research strategic plan in the same year. 	$= \left[\frac{\text{The sum of the performance indicators of DAU's research strategic plan that achieved the targeted annual level}}{\text{The total number of indicators targeted for DAU's research strategic plan in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.2_01	Achievement of DAU's Research Strategic Plan		Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 75% achievement	Minimally Acceptable
						4	75% < 85% achievement	Acceptable
						5	85% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_02

KPI Name	Unit	Frequency of computation
Percentage of publications of faculty members	Percentage	Annually

Description: Besides teaching and community engagement, DAU Colleges' faculty members engage in research work that includes papers published in peer-reviewed journals. This KPI measures the percentage of full-time faculty members who published at least one research during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of full-time faculty members who published at least one research during the year is the total number of faculties who have a full-time status and have papers published in approved peer-reviewed journals within the academic year. The total number of faculty members in the institution is the number of all faculty members who have a full-time status with DAU's colleges and departments . 	$= \left[\frac{\text{The total number of full-time faculty members who published at least one paper research during the year}}{\text{The total number of faculty members in the institution}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI-I-16/ KPI_C2_2.2_02	Achievement of DAU's Research Strategic Plan	DAU Faculties' Record	Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 33% achievement	Emerging
							3	33% < 50% achievement	Minimally Acceptable
							4	50% < 75% achievement	Acceptable
							5	75% < 85% achievement	Accomplished
							6	85% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_03

KPI Name	Unit	Frequency of computation
Number of publications of students	Number	Annually

Description: Engagement of DAU's faculties in research activities finds its way into classroom discussions and student-generated research. As a result of this emphasis on research, DAU's students who participate in the culture of research, are taught by recognized and respected experts in their fields of study, and are engaged in research works. Those who aspire to graduate studies, they are better prepared to continue advanced academic programs. This KPI measures the increase of the number of students' refereed publications.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of publications of students during the year is the total number of papers published by DAU's students in approved peer-reviewed journals within the academic year. 	Counting the number of papers of students during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.2_03	Achievement of DAU's Research Strategic Plan	DAU Students' Record	Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 5	Unacceptable
							2	5 - 9	Emerging
							3	10 - 14	Minimally Acceptable
							4	15 - 19	Acceptable
							5	20 - 25	Accomplished
							6	> 25	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_04

KPI Name	Unit	Frequency of computation
Rate of published research per faculty member	Proportion	Annually

Description: Faculty members involvement level in research activities entails various contextual meanings as availability of scientific scholarship opportunities and experience in implementing real scientific or academic research, and especially, in the increasingly important activities of research production. This KPI measures the increase of the average number of refereed and/or published research per each faculty member during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of refereed and/or published research is the total number of papers published in approved peer-reviewed journals within the academic year. The total number of faculty members in the institution is all faculty members who have a full-time status with DAU's colleges and departments . 	= [The total number of refereed and/or published paper research during the year / The total number of faculty members in the institution]

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C02D02S05114/ KPI_C2_2.2_04/ KPI-I-17	Achievement of DAU's Research Strategic Plan	DAU Faculties' Record	Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0 < 0.5 achievement	Unacceptable
							2	0.5 < 1 achievement	Emerging
							3	1 < 1.5 achievement	Minimally Acceptable
							4	1.5 < 2 achievement	Acceptable
							5	2 < 3 achievement	Accomplished
							6	≥ 3 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_05

KPI Name	Unit	Frequency of computation
Percentage of DAU faculties' participation with research paper in peer-review scientific conferences	Percentage	Annually

Description: Scientific conferences hold great importance of the life of faculty members. These platforms are not only to update knowledge, experiences, new aspects, others perspectives, and latest information, but are also a good way of networking and partnerships. This KPI measures the number of DAU faculties' participation with research papers in peer-reviewed scientific conferences.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number DAU faculty members' participation with paper in peer-reviewed scientific conferences during the academic year is the number of all faculty members who have a full-time status with DAU's colleges and departments and presented empirical research, academic research and creative or innovative academic works in national or international peer-reviewed scientific conferences. The total number of faculty members in the institution is the number of all faculty members who have a full-time status with DAU's colleges and departments . 	$= \left[\frac{\text{The total number of DAU faculties' participation with paper in peer-reviewed scientific conferences during the academic year}}{\text{The total number of faculty members in the institution}} \right] \times 100$

KPI Compatibility KPI_C2_2.2_05	Data Source Achievement of DAU's Research Strategic Plan	Computation Platform DAU Faculties' Record	Computation Responsibility Research Support Unit	Usage Level Used for informed decisions making and actions by the programs, colleges & institution
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KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 5% achievement	Unacceptable
						2	5% < 10% achievement	Emerging
						3	10% < 15% achievement	Minimally Acceptable
						4	15% < 20% achievement	Acceptable
						5	20% < 25% achievement	Accomplished
						6	≥ 25% achievement	Excellent



KPI_L2_2.2_06

KPI Name	Unit	Frequency of computation
Rate of Published books and chapters	Number	Annually

Description: Publishing books and chapters is very important because they (generally) offer different opportunities for academic writing from the stock in trade journal articles and they are a good way to promote alternative modes of academic publishing. In addition, publishing books and chapters contributes to the enhancement of DAU's reputation. This KPI measures the increase of the proportion of books and chapters published during the year to the total number of faculty members in DAU.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of books and chapters is the total number of books and chapters published in ISI within the academic year. The total number of faculty members in the institution is the number of all faculty members who have a full-time status with DAU's colleges and departments . 	$= \left[\frac{\text{The total number of books and chapters published in the available data base during the academic year}}{\text{The total number of faculty members in the institution}} \right]$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C2D01S05 I16/ KPI_C2_2.2_06	Achievement of DAU's Research Strategic Plan	DAU Faculties' Record	Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0.00 < 0.02 achievement	Unacceptable
						2	0.02 < 0.03 achievement	Emerging
						3	0.03 < 0.05 achievement	Minimally Acceptable
						4	0.05 < 0.07 achievement	Acceptable
						5	0.07 < 0.01 achievement	Accomplished
						6	≥ 0.01 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_07

KPI Name	Unit	Frequency of computation
Proportion of the budget dedicated to research	Percentage	Annually

Description: Research funding is an essential part of conducting research. DAU dedicates a part of its annual budget to ensure the successful execution of the research projects and the achievement of the research objectives. This KPI measures the proportion of the budget dedicated to research.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total amount of the budget dedicated to research is the total budget spent by DAU including research costs, like translation, incentives for study participants, conference fees, grants and contracts for special research projects, etc. The total amount of the institution budget in the same year 	$= \left[\frac{\text{The total amount of the budget dedicated to research}}{\text{The total amount of the institution budget}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C2D01S06I17/ KPI-I-20	Finance Report of Research Activities at DAU	Finance Platform	Research Support Unit	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 0.5% achievement	Unacceptable
							2	0.5% < 1% achievement	Emerging
							3	1% < 2% achievement	Minimally Acceptable
							4	1% < 2% achievement	Acceptable
							5	2% < 3% achievement	Accomplished
							6	≥ 3% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_08

KPI Name	Unit	Frequency of computation
Citations rate in refereed journals per faculty member	Proportion	Annually

Description: The average number of citations in refereed journals from published research per faculty member in the institution

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of citations in classified journals (ISI Clarivate, SCOPUS, and ARCIF) from published research for faculty members who have a full-time status with DAU's colleges and departments . The total number of refereed and/or published research in in approved peer-reviewed journals within the academic year. 	= [The total number of citations in refereed journals during the year / The total number of refereed and/or published research in a peer-reviewed journals]

KPI Compatibility C2D01S04I11/ KPI_C2_2.2_08/ KPI-I-18	Data Source Achievement of DAU's Research Strategic Plan	Computation Platform DAU Faculties' Record	Computation Responsibility Research Support Unit	Usage Level Used for informed decisions making and actions by the programs, colleges & institution
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KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1	1 < 5 achievement	Unacceptable	
						2	5 < 7 achievement	Emerging	
						3	7 < 10 achievement	Minimally Acceptable	
						4	10 < 12 achievement	Acceptable	
						5	12 < 15 achievement	Accomplished	
						6	≥ 15 achievement	Excellent	



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_09

KPI Name	Unit	Frequency of computation
Proportion of scientific publishing in classified journals for full-time faculty members	Proportion	Annually

Description: Publications in a classified journals enable researchers to share their novelty ideas, research findings, and new knowledge gained from the research with the academic community . Furthermore, they contribute to the improvement of the reputation of DAU's ranking. This KPI measures the increase of the number of scientific publishing in classified journals per each faculty member during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of scientific publishing in classified journals is the total number of papers published in approved and peer-reviewed journals (ISI Clarivate, SCOPUS, and ARCIF) within the academic year. The total number of faculty members in the institution is the number of all faculty members who have a full-time status with DAU's colleges and departments . 	= [The total number of scientific publishing in classified journals during the year / The total number of faculty members in DAU]

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.2_09/ C2D01S05I15	Achievement of DAU's Research Strategic Plan	DAU Faculties' Record	Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 0.25 achievement	Unacceptable
						2	0.25 < 0.5 achievement	Emerging
						3	0.5 < 1 achievement	Minimally Acceptable
						4	1 < 2 achievement	Acceptable
						5	2 < 3 achievement	Accomplished
						6	≥ 3 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.2

KPI_L2_2.2_10

KPI Name	Unit	Frequency of computation
Researchers getting international research awards	Proportion	Annually

Description: It's important for researchers to receive prestigious international awards and prizes because they are compelling signs of excellence and one of the highest forms of recognition. In addition to the prestige and impact on national and international rankings they provide, the awards and prizes received by DAU's faculties and students help attract more high-quality faculties and students. This KPI measures the increase of the proportion of researchers getting international prizes and awards o the number of faculty members and the number of postgraduate students in a specified time frame.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of researchers getting international research awards during the year is the total number of post graduate students and faculty members who have a full-time status with DAU's colleges and departments and got research Awards and prizes from international approved scientific bodies recognizing and celebrating the research achievements within the academic year. The total number of faculty members in the institution is the number of all faculty members who have a full-time status with DAU's colleges and departments . The total number of postgraduate students is all the postgraduate students who are enrolled in DAU's programs. 	$= \left[\frac{\text{The total number of researchers getting international research awards during the year}}{\text{The total number of faculty members in DAU} + \text{The total number of postgraduate students}} \right]$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.2_10/ C2D01S08I22	Achievement of DAU's Research Strategic Plan	DAU Faculties' Record	Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0 < 0.001 achievement	Unacceptable
							2	0.001 < 0.002 achievement	Emerging
							3	0.002 < 0.003 achievement	Minimally Acceptable
							4	0.003 < 0.004 achievement	Acceptable
							5	0.004 < 0.005 achievement	Accomplished
							6	≥ 0.005 achievement	Excellent



Return to Strategic Objective 2.2

KPI_L2_2.3_01

KPI Name	Unit	Frequency of computation
Proportion of the budget dedicated to community engagement	Percentage	Annually

Description: Community engagement funding is essential to conduct community services. DAU dedicates a part of its annual budget to sustain mutual, reciprocal community-DAU partnerships . This KPI measures the proportion of the budget dedicated to community engagement.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total amount of the budget dedicated to community engagement is the total budget spent by DAU including community engagement projects serving the community, events fostering interdisciplinary collaboration; student engagement through volunteering activities for free (without payment). This excludes consultation or academic services or provision of services with payments in cash and kinds. The total amount of the institution budget in the same year 	$= \left[\frac{\text{The total amount of the budget dedicated to community engagement}}{\text{The total amount of the institution budget}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Finance Report of Community Engagement Activities at DAU	Finance Platform	Community Engagement Unit	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 0.1% achievement	Unacceptable
						2	0.1% < 0.2% achievement	Emerging
						3	0.2% < 0.3% achievement	Minimally Acceptable
						4	0.3% < 0.4% achievement	Acceptable
						5	0.4% < 0.5% achievement	Accomplished
						6	≥ 0.5% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.3

KPI_L2_2.3_02

KPI Name	Unit	Frequency of computation
Percentage of achieved DAU's community engagement strategic plan KPIs.	Percentage	Annually

Description: DAU is interested in maintaining an effective community engagement through collaborative relationships leading to productive partnerships that yield mutually beneficial outcomes. The objective of this interest is to improve DAU's visibility and reputation in its environment. This KPI measures the average percentage achievement of DAU's community engagement strategic plan.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The sum of the performance indicators of DAU's community engagement strategic plan that achieved the targeted annual level. The total number of indicators targeted for DAU's community engagement strategic plan in the same year. 	$= \left[\frac{\text{The sum of the performance indicators of DAU's community engagement strategic plan that achieved the targeted annual level}}{\text{The total number of indicators targeted for DAU's community engagement strategic plan in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_02	Achievement of DAU's Community Engagement Strategic Plan		Community Engagement Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 75% achievement	Minimally Acceptable
						4	75% < 85% achievement	Acceptable
						5	85% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.3

KPI_L2_2.3_03

KPI Name	Unit	Frequency of computation
Satisfaction of beneficiaries with the community services	Average rating	Annually

Description: This KPI measures the average of beneficiaries' satisfaction rate for the community services provided by DAU. The aim of this KPI is to measure the degree of community partners' satisfaction (student, teaching staff, employers...) with their involvement in various forms of DAU's community engagement.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The community services are components of the beneficiaries satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the beneficiaries' perception. The total number of beneficiaries who filled the survey is the total number of beneficiaries who responded to the survey. 	= Sum of the scores given by the beneficiaries who responded to the community services satisfaction / Total number of beneficiaries who filled the survey

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_03/ KPI-I-22	Beneficiaries' Satisfaction Report of the Community Service Activities	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
							2	2.5 - 2.99	Emerging
							3	3 - 3.49	Minimally Acceptable
							4	3.5 - 3.99	Acceptable
							5	4 - 4.49	Accomplished
							6	4.5 - 5	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.3

KPI_L2_2.3_04

KPI Name	Unit	Frequency of computation
Rate of community programs and initiatives	Proportion	Annually

Description: Community partnerships refer to the involvement of higher education institutions in the implementation of mechanisms or local institutional organization of various areas of sustainable and comprehensive development, whether cultural, economic or social services. These partnerships are conducted with public, private or tertiary sector institutions. This KPI measures the average of community programs and initiatives provided by each academic program during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of community partnerships (projects, initiatives and programs) provided is the total number of all community engagement activities serving the community, events fostering interdisciplinary collaboration, students engagement through volunteering activities for free (without payment) that have been executed by DAU's colleges and departments. The total number of academic programs is the total number of academic programs provided by DAU's colleges. 	= Total number of community programs and initiatives provided / Total number of DAU's academic programs

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_04/ KPI-I-23/ C1D01S10I27	Achievement of DAU's Community Engagement Strategic Plan		Community Engagement Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 1 achievement	Unacceptable
						2	1 < 3 achievement	Emerging
						3	7 < 10 achievement	Minimally Acceptable
						4	10 < 12 achievement	Acceptable
						5	12 < 15 achievement	Accomplished
						6	≥ 15 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.3

KPI_L2_2.3_05

KPI Name	Unit	Frequency of computation
Rate of volunteer	Proportion	Annually

Description: The most significant benefit of volunteer work is the service it provides to the community in particular and to the country at large. Moreover, volunteering provides students with the opportunity to apply classroom knowledge to real-life scenarios. Taking on a volunteer role will help students develop new skills (interpersonal communication, time management, leadership, delegation, communication, leadership, and problem-solving), maturity, and self-awareness. This KPI measures the proportion of participants in volunteer opportunities through the National Volunteer Portal according to a specified time frame.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of volunteer hours is the sum of student hours spent participating in volunteer activities that have been executed by DAU, its colleges, and departments and registered in Saudi "National Volunteer Platform". The total number of DAU's students is the number of all the students who are enrolled in DAU's undergraduate and postgraduate programs and have active status. 	$= \text{Total number of volunteer hours} / \text{Total number of DAU's students}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.3_05/ C1D01S10I28	Achievement of DAU's Community Engagement Strategic Plan		Community Engagement Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 0.25 achievement	Unacceptable
						2	0.25 < 0.5 achievement	Emerging
						3	0.5 < 1 achievement	Minimally Acceptable
						4	1 < 2 achievement	Acceptable
						5	2 < 3 achievement	Accomplished
						6	≥ 3 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.3

KPI_L2_2.4_01

KPI Name	Unit	Frequency of computation
Completion percentage of business processes recommended for improvement	Number	Annually

Description: Business processes improvement focuses on continuous improvements to services and processes. This KPI measures the increase of the number of improved processes in DAU annually.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of improved business processes during the year is the total number of redesigned DAU's business processes to increase quality and efficiency, streamline operations and eliminate the related bottlenecks, upgrade communications, reduce errors and costs, enhance workloads, implement new technologies, and automate complex, redundant, and clerical processes, within the academic year. The total number of DAU's business processes recommended to be improved 	$= \left[\frac{\text{Total number of improved DAU's business processes during the year}}{\text{Total number of DAU's business processes recommended to be improved}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.4_01	Achievement of DAU's Continuous Process Improvement		General Directorate of Planning, Development & Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 25% achievement	Unacceptable
						2	25% < 33% achievement	Emerging
						3	33% < 50% achievement	Minimally Acceptable
						4	50% < 67% achievement	Acceptable
						5	67% < 75% achievement	Accomplished
						6	≥ 75% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.4

KPI_L2_2.4_02

KPI Name	Unit	Frequency of computation
Average percentage improvement in the altered business processes KPIs	Percentage	Annually

Description: The use of KPIs is very important to help monitoring progress of business processes improvements. This KPI measures the average percentage improvement in the altered business processes KPIs.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of KPIs of DAU's business processes improvement that achieved the targeted annual level The total number of KPIs targeted for improvements to services and processes in the same year 	$= \left[\frac{\text{Total number of KPIs of DAU's processes improvement that achieved the targeted annual level}}{\text{Total number of KPIs targeted for improvements to services and processes in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.4_02	Achievement of DAU's Continuous Process Improvement		General Directorate of Planning, Development & Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 50% achievement	Emerging
							3	50% < 75% achievement	Minimally Acceptable
							4	75% < 85% achievement	Acceptable
							5	85% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.4

KPI_L2_2.4_03

KPI Name	Unit	Frequency of computation
Digital services maturity	Percentage	Annually

Description: DAU encourages automation of business processes and services to ensure higher productivity, reliability, and availability, increase performance, reduce operating costs, and ensure time savings. DAU's services with digital maturity are those that have been automated and have reached the highest level of technical maturity. This KPI measures the number of applications and services automated in DAU annually .

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of applications and services automated during the year is the total number of Learning Management Systems, Student Information Systems, Classroom Management Systems, Assessment Software, Digital Whiteboard Software, Campus Management Software, Finance and Account Management Software.... developed within the academic year. The total number of services provided by DAU in the same year 	$= \left[\frac{\text{Total number of applications and services automated during the year}}{\text{The total number of services provided by DAU in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Achievement of DAU's Continuous Process Improvement		IT Department	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
						2	25% < 50% achievement	Emerging
						3	50% < 75% achievement	Minimally Acceptable
						4	75% < 85% achievement	Acceptable
						5	85% < 95% achievement	Accomplished
						6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.4

KPI_L2_2.4_04

KPI Name	Unit	Frequency of computation
Implementation percentage of auditors' recommendations	Percentage	Annually

Description: Internal audits serve DAU to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. It is responsible for monitoring the effectiveness of the processes and establishing recommendations for improvements. This KPI measures the implementation percentage of auditors' recommendations

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of auditors' recommendations implemented and achieved is the total number of recommendations established by the internal auditor, implemented by the concerned departments and designed to promote best practices for resource management, ensure compliance with policies and regulations, avoid operational inefficiencies, develop IT projects, systems, and technology, provide objective insight, implement efficient and responsible use of resources, identify potential cost and time savings, and assist management in addressing complex, cross-functional issues. The total number of auditors' recommendations targeted for services and processes improvements in the same year. 	$= \left[\frac{\text{Total number of auditors' recommendations implemented and achieved}}{\text{Total number of auditors' recommendations targeted for improvements to services and processes in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Achievement of DAU's Audit Unit		Internal Audit Unit	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 50% achievement	Emerging
							3	50% < 75% achievement	Minimally Acceptable
							4	75% < 85% achievement	Acceptable
							5	85% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Strategic Objective 2.4

KPI_L2_2.4_05

KPI Name	Unit	Frequency of computation
Proportion of identified risks that have been mitigated	Percentage	Annually

Description: Internal audit implementation is based on risk. The Audit Unit is to identifies and treats the management of risks which relates to DAU's processes. This KPI measures the proportion of identified risks that have been mitigated

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of identified risks that have been mitigated is the total number of risks that DAU is concerned with and have been treated during the year and including academic risks, enrollment risks, compliance risks, financial risks, operational risks, reputational risks, and strategic risks. The total number of identified risks that require treatment in the same year 	$= \left[\frac{\text{Total number of identified risks that have been mitigated}}{\text{Total number of identified risks that require treatment in the same year}} \right] \times 100$

KPI Compatibility	Data Source Achievement of DAU's Audit Unit	Computation Platform	Computation Responsibility Risk Management Committee	Usage Level Used for informed decisions making and actions by the institution
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KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 50% achievement	Emerging
							3	50% < 75% achievement	Minimally Acceptable
							4	75% < 85% achievement	Acceptable
							5	85% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.4

KPI_L2_2.4_06

KPI Name	Unit	Frequency of computation
Proportion of implemented proactive plans	Percentage	Annually

Description: DAU develops proactive plans to significantly contribute to both problem avoidance/minimization and continuous improvement. This KPI measures the proportion of implemented proactive plans.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of implemented proactive plans is the total number of proactive plans through which possible problems have been avoided in advance or their negative consequences have been minimized. The total number of developed proactive plans in the same year 	$= \left[\frac{\text{Total number of implemented proactive plans}}{\text{Total number of developed proactive plans in the same year}} \right] \times 100$

KPI Compatibility	Data Source Achievement of DAU's Proactive Plans	Computation Platform	Computation Responsibility General Directorate of Planning, Development & Quality Assurance	Usage Level Used for informed decisions making and actions by the institution
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KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 25% achievement	Unacceptable
							2	25% < 50% achievement	Emerging
							3	50% < 75% achievement	Minimally Acceptable
							4	75% < 85% achievement	Acceptable
							5	85% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.4

KPI_L2_2.5_01

KPI Name	Unit	Frequency of computation
Number of patents	Number	Annually

Description: The obtainment of patents highlights the importance of the support that DAU provides to all teaching staff and students. This KPI measures the total number of patents obtained by DAU's staff annually.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of patents obtained by DAU's students and teaching staff who have a full-time status with DAU's colleges and departments. 	Counting the number of patents obtained by DAU's students and teaching staff during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C2D01S07I19/ KPI_C2_2.5_01/ KPI-I-19	Achievement of DAU's Continuous Process Improvement		Research Support Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 1 achievement	Unacceptable
						2	1 < 2 achievement	Emerging
						3	2 < 3 achievement	Minimally Acceptable
						4	3 < 4 achievement	Acceptable
						5	4 < 5 achievement	Accomplished
						6	≥ 5 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.5

KPI_L2_2.5_02

KPI Name	Unit	Frequency of computation
Entrepreneurial and emerging startup businesses	Proportion	Annually

Description: Entrepreneurship is an important component of DAU's strategic objectives. DAU uses this KPI to assess the effectiveness of entrepreneurial education, i.e., entrepreneurial education service quality and entrepreneurial intention, among students of programs and policies focused on promoting entrepreneurial education. This KPI measures the rate of start-up businesses that are successfully implemented by students during the two last years.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of entrepreneurial and emerging start-up businesses that are supported and successfully developed with the help of DAU during the academic year. The total number of faculty members in DAU is all the faculty members having a full-time status with DAU's colleges in the same year. 	$= \frac{\text{[Total number of entrepreneurial and emerging startup businesses within DAU]}}{\text{The total number of faculty members in DAU}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.5_02/ C2D01S07I20	Entrepreneurship Report		Center for Entrepreneurship, Innovation & Knowledge Transfer	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 0.10 achievement	Unacceptable
						2	0.10 < 0.15 achievement	Emerging
						3	0.15 < 0.25 achievement	Minimally Acceptable
						4	0.25 < 0.33 achievement	Acceptable
						5	0.33 < 0.50 achievement	Accomplished
						6	0.50 ≤ 1 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.5

KPI_L2_2.5_03

KPI Name	Unit	Frequency of computation
License agreements	Proportion	Annually

Description: By licensing innovative technologies, patents, and cutting-edge research to start-up, companies and institutions that can develop and commercialize it, DAU ensures broad practical applications of its research programs while generating income to support further research and education. This KPI measures the increase of the proportion of license agreements during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of license agreements signed by DAU including trademarks, technology, and trade secrets within the last 5 years. The total number of faculty members in DAU is all the faculty members having a full-time status with DAU's colleges, within the last 5 years. 	$= \frac{\text{Total number of license agreements signed by DAU}}{\text{Total number of DAU's faculty members in the same year}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C2D01S08I21/ KPI_C2_2.5_03	Report of License Agreements		Center for Entrepreneurship, Innovation & Knowledge Transfer	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 0.001 achievement	Unacceptable
						2	0.001 < 0.002 achievement	Emerging
						3	0.002 < 0.003 achievement	Minimally Acceptable
						4	0.003 < 0.004 achievement	Acceptable
						5	0.004 < 0.005 achievement	Accomplished
						6	0.005 ≤ 100 achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.5

KPI_L2_2.5_04

KPI Name	Unit	Frequency of computation
Consulting and research contracts signed with external party	Percentage	Annually

Description: Consultancy and research contracts allow DAU to diversify revenue sources and offer researchers the opportunity to engage outside academia, build impact for their research, and create mutual benefits. This KPI measures the total number of consulting and research contracts signed with external parties during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of consulting and research contracts signed with external parties. 	Counting the number of consulting and research contracts signed with external party during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.5_04	Report of Consulting and Research Contracts Signed with External Parties		Center for Entrepreneurship, Innovation & Knowledge Transfer	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1	0 < 1 achievement	Unacceptable	
						2	1 < 3 achievement	Emerging	
						3	3 < 5 achievement	Minimally Acceptable	
						4	5 < 10 achievement	Acceptable	
						5	10 < 15 achievement	Accomplished	
						6	≥ 15 achievement	Excellent	



Return to Perspective 2 BSC



Return to Strategic Objective 2.5

KPI_L2_2.5_05

KPI Name	Unit	Frequency of computation
Proportion of external funding for research	Percentage	Annually

Description: For DAU external funding of research is very important to ensure quality of research and support its long-term research strategic plan. This KPI measures the proportion of research external funding with the total budget of research during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total amount of the external funding for research is the total amount offered by external parties for research projects. The total amount of the budget dedicated to research is the total budget spent by DAU and the external funding offered by external parties in the same year. 	$= \left[\frac{\text{The total amount of the external funding for research}}{\text{The total amount of the budget dedicated to research}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C2D01S06I18/ KPI-I-21/ KPI_C2_2.5_05	Finance Report of Research Activities at DAU	Finance Platform	Center for Entrepreneurship, Innovation & Knowledge Transfer	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 5% achievement	Unacceptable
							2	5% < 10% achievement	Emerging
							3	10% < 20% achievement	Minimally Acceptable
							4	20% < 25% achievement	Acceptable
							5	25% < 333% achievement	Accomplished
							6	≥ 33% achievement	Excellent



Return to Perspective 2 BSC



Return to Strategic Objective 2.5

KPI_L3_3.1_01

KPI Name	Unit	Frequency of computation
Satisfaction of visitors with university website information.	Average rating	Annually

Description: This KPI measures the average of visitors' satisfaction rate with DAU's website information. This KPI helps to measure the level of efficiency, accuracy up-to-dateness, and interactivity of DAU's website information and ensure DAU's website is as fast and user-friendly as possible. A team of experts composed by independent members outside IT department calculates this KPI based on 4 criteria: (1) Website efficiency: by referring to Google analytics and Word Press, and extracting website performance. (2) Website accuracy: by making sure that the information is correct. (3) Website up-to-dateness: by making sure that the content is up to date. (4) Website interactivity: by making sure that website provides enough space for mutual, responsive, and rapid communication and utilizes nonverbal cues.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The score given to each criterion for which satisfaction of visitors with the university website information is measured. This is normally scaled on a scale of 1-10. The total number of criteria for which satisfaction of visitors with the university website information is measured (efficiency, accuracy up-to-dateness, and interactivity). 	$= \frac{\text{Sum of the score given to all criteria for which satisfaction of visitors with university website information is measured}}{\text{Total number of criteria for which satisfaction of visitors with university website information is measured}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_01	Visitors' Satisfaction Report of DAU's Website Performance	Google analytics/ Word Press	General Directorate of Planning, Development & Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2	Unacceptable
						2	2 - 3	Emerging
						3	4 - 5	Minimally Acceptable
						4	6 - 7	Acceptable
						5	8 - 9	Accomplished
						6	> 9	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_02

KPI Name	Unit	Frequency of computation
Number of stakeholders communication events organized at institution and program levels	Number	Annually

Description: DAU's communication events are important in improving its reputation. The events organized by DAU are focused on different "event objects," such as disseminating a DAU's marketing messages by involving stakeholders in the activities to extend its visibility and increase its attractiveness. This KPI measures the number of stakeholders communication events organized at the institution and program levels.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of stakeholders communication events organized at institution and program levels during the year is the total number of events organized by DAU, colleges, academic programs and departments such as new academic programs launches, open days, publicity events, conferences, press conferences, exhibitions, competitions /contests, entertainment, charity fundraisers, national events, awareness events, etc. within the academic year. 	Counting the number of stakeholder communication activities during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_02	Report of Marketing & External Communication Department Achievements		Marketing & External Communication Department	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1	< 20	Unacceptable	
						2	20 - 49	Emerging	
						3	50 - 79	Minimally Acceptable	
						4	80 -100	Acceptable	
						5	101 - 120	Accomplished	
						6	> 120	Excellent	



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_03

KPI Name	Unit	Frequency of computation
Number of stakeholder communication activities via social media	Number	Annually

Description: The aim of the use of social media by DAU is to conduct marketing and interactive communication and create sources of relational capital. This KPI measures the number of stakeholder communication activities via social media.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of stakeholder communication activities via social media during the year is the total number of communication activities implemented by DAU through Facebook, LinkedIn, Twitter, Instagram, Web-blog, Google Group, general social media platforms, academic and research social media (Research Gate, Academia Edu, etc.)... within the academic year. 	Counting the number of stakeholder communication activities via social media during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_03	Report of Marketing & External Communication Department Achievements		Marketing & External Communication Department	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 10	Unacceptable
							2	10 - 49	Emerging
							3	50 - 99	Minimally Acceptable
							4	100 - 149	Acceptable
							5	150 - 190	Accomplished
							6	> 190	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_04

KPI Name	Unit	Frequency of computation
Number of stakeholder communication activities via e-newsletters and mass e-mails	Number	Annually

Description: E-mails and e-newsletters are the most commonly used digital communication media within DAU since they are considered to be quick, cheap and easy to use. They allow DAU to connect with more internal and external stakeholders, lead all stakeholders to rely on DAU as a source of knowledge, research, community engagement and services, and encourage DAU's stakeholders to engage with university main offerings. This KPI measures the number of stakeholder communication activities via e-newsletters and mass e-mails.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of stakeholder communication activities via e-newsletters and mass e-mails during the year is the total number of e-messages sent to internal and external stakeholders regarding DAU's announcements, to inform them about different activities, schedules, academic sessions, etc., to keep them connected and abreast of events and happenings within DAU community, to launch community engagement activities campaigns, to send polls and questionnaires allowing the collect of important information... within the academic year. 	Counting the number of stakeholder communication activities via e-newsletters and mass e-mails during the year

KPI Compatibility KPI_C3_3.1_04	Data Source Report of Marketing & External Communication Department Achievements	Computation Platform e-mail box	Computation Responsibility Marketing & External Communication Department	Usage Level Used for informed decisions making and actions by the programs, colleges & institution
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KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 10	Unacceptable
							2	10 - 49	Emerging
							3	50 - 99	Minimally Acceptable
							4	100 - 149	Acceptable
							5	150 - 200	Accomplished
							6	> 200	Excellent



Return to Strategic Objective 3.1

KPI_L3_3.1_05

KPI Name	Unit	Frequency of computation
Number of Alumni communication events organized at institution and program levels	Number	Annually

Description: DAU's Alumni are either distributed in Saudi Arabia for post-graduation programs or have moved out of the country. With an alumni communication events, DAU aims to connect its entire alumni network in one, and maintain a vibrant, active and engaged alumni community. This KPI measures the number of alumni communication events organized at the institution and program levels.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of alumni communication events organized at institution and program levels during the year is the total number of academic events and lectures, professional networking events, cultural events and visits, social gatherings, family-oriented events, recent graduate events, and "pre-departure"/"DAU's Welcome" events organized by DAU's colleges, programs and departments within the academic year. 	Counting the number of alumni communication events organized at institution and program levels during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_05	Report of Alumni Unit Achievements		Alumni Affairs & Career Guidance Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1	< 1	Unacceptable	
						2	1 - 2	Emerging	
						3	3 - 4	Minimally Acceptable	
						4	5 - 9	Acceptable	
						5	10 - 14	Accomplished	
						6	> 14	Excellent	



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_06

KPI Name	Unit	Frequency of computation
Percentage of alumni with updated contact information	Percentage	Annually

Description: DAU aims at staying in touch and up to date on the information of its alumni, and at sharing more alumni communication events. This KPI measures the percentage of alumni with updated contact information.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of alumni with updated contact information is the total number of DAU's alumni with updated contact and information DAU's central database during the year. The total number of DAU's graduates in the same year. 	$= \frac{\text{[Total number of alumni with updated contact information during the year]}}{\text{Total number of DAU's graduates in the same year}} \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_06	Performance on Professional and/or National Examinations Report	SIS	Deanship of Admission, Registration & Student Affairs	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 35% achievement	Unacceptable
							2	35% < 60% achievement	Emerging
							3	60% < 70% achievement	Minimally Acceptable
							4	70% < 80% achievement	Acceptable
							5	80% < 90% achievement	Accomplished
							6	90% ≤ 100% achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_07

KPI Name	Unit	Frequency of computation
Number of services and lifelong learning activities offered to DAU's alumni	Number	Annually

Description: As lifelong member of DAU community, alumni have access to faculty and fellow alumni expertise, insights, trainings, and other services to help navigate opportunities and challenges throughout their lives. This KPI measures the number of services and lifelong learning activities offered to DAU's alumni.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of services and lifelong learning activities offered to DAU's alumni during the year such as skill-building opportunities, incentives, ongoing case management/coaching, structuring and resourcing alumni services, building employer connections, etc. 	Counting the number of services and lifelong learning activities offered to DAU's alumni during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_07	Report of Alumni Unit Achievements		Alumni Affairs & Career Guidance Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1	< 1	Unacceptable	
						2	1 - 4	Emerging	
						3	5 - 9	Minimally Acceptable	
						4	10 -14	Acceptable	
						5	15 - 19	Accomplished	
						6	> 19	Excellent	



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_08

KPI Name	Unit	Frequency of computation
Graduates' satisfaction with alumni services and communication	Average rating	Annually

Description: Alumni satisfaction with the services and communication offered by DAU is the single most essential pre-condition for maintaining a vibrant, active and engaged alumni community. This KPI measures the average of graduates' satisfaction rate with alumni services and communication.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> DAU's services and communication as perceived by the alumni of DAU is a component of DAU's alumni satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the alumni's perception. The total number of alumni who filled the survey is the total number of DAU's alumni who responded to the survey. 	$= \frac{\text{Sum of the scores given by alumni who responded to DAU's services and communication}}{\text{Total number of alumni who filled the survey}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_08	Graduates' Satisfaction Report of the Alumni Services and Communication		Alumni Affairs & Career Guidance Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
						2	2.5 - 2.99	Emerging
						3	3 - 3.49	Minimally Acceptable
						4	3.5 - 3.99	Acceptable
						5	4 - 4.49	Accomplished
						6	4.5 - 5	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_09

KPI Name	Unit	Frequency of computation
Graduates' employability and enrolment in postgraduate programs	Percentage	Annually

Description: By emphasizing employability, DAU is able to attract, retain, and maintain a competitive advantage in the higher education market. This KPI measures the percentage of graduates from DAU's programs who within a year of graduation were: (a) employed or (b) enrolled in postgraduate programs during the first year of their graduation.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of graduates from DAU's programs who within a year of graduation were (a) employed or (b) enrolled in postgraduate programs The total number of DAU's graduates in the same year. 	$= \left[\frac{\text{Total number of graduates from DAU's programs who within a year of graduation were (a) employed or (b) enrolled in postgraduate programs}}{\text{Total number of DAU's graduates in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C1D01S09I24/ KPI_C3_3.1_09/ KPI-I-05	Report of Alumni Unit Achievements		Alumni Affairs & Career Guidance Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 33% achievement	Unacceptable
							2	33% < 50% achievement	Emerging
							3	50% < 60% achievement	Minimally Acceptable
							4	60% < 70% achievement	Acceptable
							5	70% < 80% achievement	Accomplished
							6	80% ≤ 100% achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_10

KPI Name	Unit	Frequency of computation
Graduate salaries	Proportion	Annually

Description: To apply for a university, it's important for students to understand how their choices of the university and specialty might affect their salaries. Through this KPI, DAU is looking at what an average graduate salary is for different specialties and explores tips for increasing its graduate salaries. DAU uses this KPI to measure the average of initial graduate salaries within the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The sum of the initial salaries of DAU's graduates who secured a full-time or equivalent employment coordinating with the National Labor Observatory (HRDF), and responded to the survey within a year of graduation. The total number of DAU's alumni who responded to the survey. 	= The sum of the initial salaries of DAU's graduates within a year of graduation (including Hiring Grants and Wage Subsidies) / Total number of DAU's graduates who filled the survey

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C1D01S09I26/ KPI_C3_3.1_10	Report of Alumni Unit Achievements	SIS	Alumni Affairs & Career Guidance Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 3000 SAR achievement	Unacceptable
						2	3000 SAR < 5000 SAR achievement	Emerging
						3	5000 SAR < 7000 SAR achievement	Minimally Acceptable
						4	7000 SAR < 10000 SAR achievement	Acceptable
						5	10000 SAR < 13000 SAR achievement	Accomplished
						6	≥ 13000 SAR achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_11

KPI Name	Unit	Frequency of computation
Number of support programs for gifted, creative and talented students.	Number	Annually

Description: The management and nurturing of giftedness is required to help gifted and talented students explore and develop their potential in an enriched learning environment. This is necessary for laying the practical foundations to enhance the academic abilities and make DAU more attractive for highly qualified students. This KPI measures the number of support programs for gifted, creative and talented students.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of support programs for gifted, creative and talented students during the year such as scholarship, academic recognition, financial aid, job opportunities, professional development opportunities, etc. 	Counting the number of support programs for gifted, creative and talented students during the year

KPI Compatibility KPI_C3_3.1_11	Data Source Activities Report for Gifted, Creative, and Talented Students	Computation Platform 	Computation Responsibility Learning & Teaching Unit	Usage Level Used for informed decisions making and actions by the programs, colleges & institution
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KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 1	Unacceptable
							2	1 - 2	Emerging
							3	3 - 4	Minimally Acceptable
							4	5 - 6	Acceptable
							5	7 - 8	Accomplished
							6	> 8	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_12

KPI Name	Unit	Frequency of computation
Proportion of newly enrolled students with weighted score 80% and above	Percentage	Annually

Description: To become a world class university, DAU assumes that it must be an elite institution. Therefore, the university is looking for highly qualified students who can excel academically as well as make a positive contribution to DAU community. This KPI measures the proportion of newly enrolled students with weighted scores of 80% and above

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of newly enrolled students with weighted score 80%. Weight score is calculated as follows: 30% high school score, 30% aptitude test and 40% achievement. The total number of enrolled students in the same year. 	$= \frac{\text{[Total number of newly enrolled students with weighted score 80%]}}{\text{Total number of enrolled students in the same year}} \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_12	Enrolled Students Report	SIS	Deanship of Admission, Registration & Student Affairs	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 2% achievement	Unacceptable
							2	2% < 5% achievement	Emerging
							3	5% < 10% achievement	Minimally Acceptable
							4	10% < 25% achievement	Acceptable
							5	25% < 50% achievement	Accomplished
							6	50% ≤ 100% achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_13

KPI Name	Unit	Frequency of computation
Number of graduating students getting employed through the university	Number	Annually

Description: As part of its commitment to students, DAU offers a range of employment assistance services. It is engaged in helping graduating students to acquire knowledge and skills associated to the development of employability. When DAU succeeds in helping graduating students find and get employments, its reputation will be improved and then the attractiveness, the recruitment and the retaining of qualified students into its degree programs will be enhanced. This KPI measures the number of graduating students getting employed through the university.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of graduating students getting employed after receiving employment assistance services such as teaching students about their career options, coaching students through writing resumes, helping students improve their interview technique, creating credentials for soft skills, offering digital diplomas and transcripts for better efficiency, providing live job postings, etc. 	Counting the number of graduating students getting employed through the university during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_13	Activities Report for Student Employment		Alumni Affairs & Career Guidance Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 10	Unacceptable
						2	10 - 12	Emerging
						3	13 - 24	Minimally Acceptable
						4	25 - 34	Acceptable
						5	35 - 40	Accomplished
						6	> 40	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_14

KPI Name	Unit	Frequency of computation
Students' satisfaction with the offered services	Average rating	Annually

Description: Students' satisfaction is closely related to the quality of services. DAU considers services quality improvement as an important factor for improving its competitiveness and reducing the risk perceived by students who want to study at and graduate from the university. This KPI measures the average of students' satisfaction rate with the offered services.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The offered services (restaurants, transport, sports facilities, academic advising, ...) as perceived by the students is a component of the students satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of the student's perception. The total number of students who filled the survey is the total number of students who responded to the survey. 	$= \text{Sum of the scores given by students who responded to the offered services} / \text{Total number of students who filled the survey}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI-I-10/ KPI_C3_3.1_14	Students' Satisfaction Report of the Offered Services		Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
						2	2.5 - 2.99	Emerging
						3	3 - 3.49	Minimally Acceptable
						4	3.5 - 3.99	Acceptable
						5	4 - 4.49	Accomplished
						6	4.5 - 5	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_15

KPI Name	Unit	Frequency of computation
Graduation rate for undergraduate Students in the specified period	Percentage	Annually

Description: A cohort is typically a group of students who enter a program of study together, share common learning experiences during a specified period of time and complete the program at the end of that specified period of time. Cohort analysis reports present the results of tracking commencing higher education student outcomes over time. This KPI measures the percentage of undergraduate students who completed the programs during the specified period of time in each cohort.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of undergraduate students who completed the programs during the specified period of time in each cohort. The total number of enrolled students in the same cohort. 	$= \left[\frac{\text{Total number of undergraduate students who completed the programs during the specified period in each cohort}}{\text{Total number of enrolled students in the same cohort}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C1D01S01I02/ KPI_C3_3.1_15/ KPI-I-06	Enrolled Students Report	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 17% achievement	Unacceptable
							2	17% < 25% achievement	Emerging
							3	25% < 33% achievement	Minimally Acceptable
							4	33% < 50% achievement	Acceptable
							5	50% < 67% achievement	Accomplished
							6	67% ≤ 100% achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_16

KPI Name	Unit	Frequency of computation
Students' evaluation of quality of the learning experience in the programs	Average rating	Annually

Description: Students' evaluations of the learning experience are treated as an illuminating measure to get students' feedback from students on the appropriateness of activities for their learning needs. They enable to maintain quality and enhance learning. Two independent surveys of Student Learning Experience are used: (1) for newly admitted students (1st and 2nd levels), and others (2) for the remaining students. The questionnaires used consist of four parts: quality of learning and teaching, educational environment and infrastructure readiness, and learning sources and overall evaluation.

This KPI measures the average of overall rating of final year students of the quality of the learning experience in the programs provided by DAU.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The quality of the learning experience in the programs as perceived by the students is a component of the students' satisfaction. This is normally scaled on a 5-point Likert Scale to get the means (average score) of final year students' perception. The total number of students who filled the survey is the total number of students who responded to the survey. 	$= \frac{\text{Sum of the scores given by students who responded to the quality of learning experience in the programs}}{\text{Total number of students who filled the survey}}$

KPI Compatibility

C1D01S02I05/
KPI_C3_3.1_16/KPI-I-03

Data Source

Students' Satisfaction
Report of the Quality of
Learning Experience in the
Programs

Computation Platform

Computation Responsibility

Directorate of Quality
Assurance

Usage Level

Used for informed
decisions making and
actions by the programs,
colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 2.5	Unacceptable
							2	2.5 - 2.99	Emerging
							3	3 - 3.49	Minimally Acceptable
							4	3.5 - 3.99	Acceptable
							5	4 - 4.49	Accomplished
							6	4.5 - 5	Excellent



Return to Strategic Objective 3.1

KPI_L3_3.1_17

KPI Name	Unit	Frequency of computation
First-year students retention rate	Percentage	Annually

Description: The retention rate is the percentage of freshmen who continue on as sophomores. Students at DAU are encouraged to enroll in order to stay and eventually graduate from DAU. This KPI is a valuable tool for DAU and for the students and their parents. For DAU, not only does this KPI measure freshmen retention rates, but also analyze them across different dimensions (e.g., by year and/or discipline) to understand which areas have the highest risk of attrition and to develop targeted interventions. For students and their parents, this KPI is among the important factors used in judging the quality of an undergraduate college. This KPI measures the percentage of first-year undergraduate students who continue at the institution the next year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of first-year undergraduate students who continue at the institution the next year. The total number of first-year students in the same year. 	$= \left[\frac{\text{Total number of first-year undergraduate students who continue at the institution the next year}}{\text{Total number of first-year students in the same year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C1D01S02I07/ KPI_C3_3.1_17/ KPI-I-04	First-year Students Retention Report	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0% < 60% achievement	Unacceptable
							2	60% < 70% achievement	Emerging
							3	70% < 80% achievement	Minimally Acceptable
							4	80% < 90% achievement	Acceptable
							5	90% < 95% achievement	Accomplished
							6	95% ≤ 100% achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.1_18

KPI Name	Unit	Frequency of computation
Number of students withdrawing from the university	Number	Annually

Description: DAU takes seriously the decision of students to suspend studies and withdraw from its programs by providing a support strategy and offering targeted interventions to improve retention, success, and experiences during their time at university. This KPI measures the number of students withdrawing from the university.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of students withdrawing from the university for any reason: academic, social, critical life moments, bereavement, poor health, maternity, financial constraints, domestic responsibilities, etc. 	Counting the number of students withdrawing from DAU during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.1_18	Report of Students Withdrawing from DAU	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1	> 50	Unacceptable	
						2	46 - 50	Emerging	
						3	41 - 45	Minimally Acceptable	
						4	36 - 40	Acceptable	
						5	30 - 35	Accomplished	
						6	< 30	Excellent	



Return to Perspective 3 BSC



Return to Strategic Objective 3.1

KPI_L3_3.2_01

KPI Name	Unit	Frequency of computation
Number of new proposed programs at the university	Number	Annually

Description: Developing new academic programs is an important part of serving students, communities, and industries. In addition, new academic programs can grow enrollments, maintain relevancy in the curriculum, and differentiate DAU over other universities. This KPI measures the number of new proposed programs at the university.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of new proposed programs at the university whatever the level is: undergraduate, postgraduate, professional certificate, diploma programs, new areas/tracks academic disciplines, etc. during the year. 	Counting the number of new proposed programs at the university during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.2_01	Report of New Proposed Programs at the University		Study Plans & Educational System Committee	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0	Unacceptable
							2	1	Emerging
							3	2	Minimally Acceptable
							4	3	Acceptable
							5	4	Accomplished
							6	> 4	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.2

KPI_L3_3.2_02

KPI Name	Unit	Frequency of computation
Number of diploma programs graduates admitted to DAU	Number	Annually

Description: DAU is keen to expand bridging programs for diploma graduates from other universities. In fact, DAU engages in efforts to attract such graduates and facilitate their transfer to DAU's programs. This KPI measures the number of diploma programs graduates admitted to DAU.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of diploma program graduates admitted to DAU during the year. 	Counting the number of diploma programs graduates admitted to DAU during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.2_02	Report of Diploma Programs Graduates Admitted to DAU during the year	SIS	Deanship of Admission, Registration & Student Affairs	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 30	Unacceptable
						2	30 - 40	Emerging
						3	41 - 50	Minimally Acceptable
						4	51 - 60	Acceptable
						5	61 - 70	Accomplished
						6	> 70	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.2

KPI_L3_3.2_03

KPI Name	Unit	Frequency of computation
Student exchange and cooperative training	Percentage	Annually

Description: Student exchange programs for teaching or training allow students to enrich their scientific and professional experiences through exposure to other cultures. Not only are student exchange programs and cooperative training programs a great way to expand DAU students' perspectives, but they can also boost DAU graduates' employability. These programs also include students from foreign universities to study or train inside DAU. This KPI measures the percentage of DAU's students and foreign students who have benefited from student exchange programs and cooperative training programs.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of DAU's students and foreign students (undergraduate and postgraduate) who have benefited from student exchange programs for studying for the duration of one semester or more, during the year. The total number of DAU's students and foreign students (undergraduate and postgraduate) who have benefited from student exchange programs for cooperative training for the duration of one semester or more, during the year. The total number of students in the same year equals the number of all the students who are enrolled in DAU in the undergraduate and postgraduate programs and have active status. The total number of coop students in the same year equals the number of all the coop students who are enrolled in DAU in the undergraduate and postgraduate programs and have active status. 	$= \left[\frac{\text{Total number of DAU's students and foreign students who have benefited from student exchange programs for studying during the year}}{\text{Total number of DAU's students in the same year}} \times 0.5 + \left(\frac{\text{Total number of DAU coop students and foreign coop students who have benefited from student exchange programs for cooperative training during the year}}{\text{Total number of DAU coop students in the same year}} \times 0.5 \right) \times 100 \right]$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C1D01S02I08/ KPI_C3_3.2_03	Student Exchange Programs and Cooperative Training Programs Report	DAU Students' Record	Teaching & Learning Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 0.25% achievement	Unacceptable
						2	0.25% < 0.5% achievement	Emerging
						3	0.5% < 1% achievement	Minimally Acceptable
						4	1% < 2% achievement	Acceptable
						5	2% < 3% achievement	Accomplished
						6	3% ≤ 100% achievement	Excellent

KPI_L3_3.2_04

KPI Name	Unit	Frequency of computation
Faculty exchange	Percentage	Annually

Description: Through faculty exchange programs, DAU seeks to allow faculty members to participate in campus internationalization and make fundamental changes in their teaching, research, and services. That is absolutely essential to achieve positive impact on the faculties' personal and professional attitudes and performance. This KPI measures the percentage of Saudi faculty members (citizens) who contribute to academic teaching or scientific research, or both, outside Saudi Arabia, and the percentage of the foreign faculty members (non-citizens) who contribute to academic teaching or scientific research, or both inside DAU.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of citizen and non-citizen faculty members (professors, associate professors and assistant professors) who have benefited from faculty exchange programs for the duration of at least 1 semester, in the academic year. The total number of faculty members in the same year is all faculty members (PhD Holders) who have a full-time status with DAU's colleges and departments. 	$= \frac{\text{[Total number of citizen and non-citizen faculty members who have benefited from faculty exchange programs during the year]}}{\text{Total number of faculty members in the same year}} \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
C2D01S08I23/ KPI_C3_3.2_04	Faculty Member Exchange Programs and Cooperative Training Programs Report	DAU Faculties' Record	Teaching & Learning Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0% < 0.25% achievement	Unacceptable
						2	0.25% < 0.5% achievement	Emerging
						3	0.5% < 1% achievement	Minimally Acceptable
						4	1% < 2% achievement	Acceptable
						5	2% < 3% achievement	Accomplished
						6	3% ≤ 100% achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.2

KPI_L3_3.2_05

KPI Name	Unit	Frequency of computation
Number of proposed programs in partnership with internationally ranked universities	Number	Annually

Description: International partnerships between universities are beneficial to teaching staff, students, and all partners. DAU is already seeking to make the most of the international partnership programs possibilities present by forming global partnerships and fostering relationships with internationally ranked universities. This KPI measures the number of proposed programs in partnership with internationally ranked universities.

Data Required for Computation	Computation Formula
• The total number of proposed programs in partnership with internationally ranked universities during the year	Counting the number of proposed programs in partnership with internationally ranked universities during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.2_05	Report on proposed programs in partnership with internationally ranked colleges/universities		Teaching & Learning Unit	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation	
UV	UV	UV	UV	UV	UV	1		Unacceptable	
						2		Emerging	
						3	0 - 1	Minimally Acceptable	
						4	2 - 3	Acceptable	
						5	4 - 5	Accomplished	
						6	> 5	Excellent	



Return to Perspective 3 BSC



Return to Strategic Objective 3.2

KPI_L3_3.3_01

KPI Name	Unit	Frequency of computation
Stakeholders' perception score	Average Score	Annually

Description: The stakeholders' view represents one of the key dimensions that affect DAU performance and directly impacts its managerial decision-making process. Perceptions of the respondents (students, high school students, employers, alumni, student parents, faculty members, DAU's leaders, etc.) on the different criteria applicable to DAU are determined by comparing with competitors (other universities). The criteria for which perceptions of stakeholders are measured include tuition fees, quality, reputation, and conditions and procedures of admission. The values used for ranks undertaken between respondents' views are determined by using follows equation: $(\text{Number of competitors} - \text{Rank as perceived by stakeholders} + 1) / \text{Number of competitors}$.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The average scores given to criteria for which perceptions of stakeholders are measured, is the sum of criteria scores as perceived by all stakeholders (students, high school students, employers, alumni, student parents, faculty members, DAU's leaders, etc.) to the total number of stakeholders who participated in the stakeholders' perception study. The total number of criteria for which perceptions of stakeholders is measured (tuition fees, quality, reputation, and conditions and procedures of admission). 	$= \frac{\text{Sum of the average scores given to criteria for which perceptions of stakeholders is measured}}{\text{Total number of criteria for which perceptions of stakeholders is measured}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.3_01	Stakeholders' Perception Report		General Directorate of Planning, Development & Quality Assurance	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 0.30	Unacceptable
							2	0.30- 0.49	Emerging
							3	0.50 - 0.59	Minimally Acceptable
							4	0.60 - 0.69	Acceptable
							5	0.70 -0.79	Accomplished
							6	0.80 - 1.00	Excellent



Return to Strategic Objective 3.3

KPI_L3_3.3_02

KPI Name	Unit	Frequency of computation
Number of marketing activities and events	Number	Annually

Description: DAU marketing involves communicating and delivering the intended message about the programs to target students. The main objectives of the marketing activities and events are to attract target students, enhance the university reputation, and create trust in the interested stakeholders. This KPI measures the number of marketing activities and events.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of marketing activities and events during the year such as sharing event with the media, socializing, going live to promote events, dedicating pop-ups, marketing events to audience using emails, sparking FOMO (Fear Of Missing Out), promising a good time (and deliver!)... 	Counting the number of marketing activities and events during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C3_3.3_02	Report of DAU marketing activities and events during the year		Marketing & External Communication Department	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 2	Unacceptable
						2	2 - 5	Emerging
						3	6 - 11	Minimally Acceptable
						4	12 - 15	Acceptable
						5	16 -20	Accomplished
						6	> 20	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.3

KPI_L3_3.3_03

KPI Name	Unit	Frequency of computation
Budget percentage growth dedicated to marketing campaigns	Percentage	Annually

Description: Marketing campaigns funding is essential to attract and recruit students as competition intensifies in the higher education sector. This KPI measures the budget percentage growth dedicated to marketing campaigns.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total amount of the budget dedicated to marketing campaigns is DAU's total budget expenditure including paid advertising, sponsored web content, new marketing staff, registered blog domains, and marketing automation software, etc. The total amount of the institution budget in the same year 	$= \left[\frac{\text{The total amount of the budget dedicated to marketing campaigns during current year}}{\text{The total amount of the institution budget during current year}} - \frac{\text{The total amount of the budget dedicated to marketing campaigns during previous year}}{\text{The total amount of the institution budget during previous year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Finance Report of Marketing Campaigns at DAU	Finance Platform	Marketing & External Communication Department	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 0.10% achievement	Unacceptable
						2	0.10% < 0.25% achievement	Emerging
						3	0.25% < 0.50% achievement	Minimally Acceptable
						4	0.50% < 1.00% achievement	Acceptable
						5	1.00% < 1.50% achievement	Accomplished
						6	≥ 1.50% achievement	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.3

KPI_L3_3.3_04

KPI Name	Unit	Frequency of computation
Website stakeholders' interaction growth rate	Percentage	Annually
<p>Description: This KPI measures the communication interaction within the channels used by DAU (organic search, direct referral, social media, e-mails, paid search and display advertising). Google Analytics and Word Press offer a number of standard reports about where DAU web traffic comes from. This KPI shows which channels are best at driving users action to visit and interact with DAU's website.</p>		
Data Required for Computation	Computation Formula	
Numbers and percentages of "sessions" (visits to DAU's website) derived from direct visit, use of regular search engine, referral, social media, emails, paid search, and display advertising.	Numbers and percentages of "sessions" derived from the use of • Direct visit • Regular search engine • Referral • Social media • E-mail • Paid Search • Display advertising	
KPI Compatibility	Data Source Report of DAU Marketing Activities and Events during the year	Computation Platform Google analytics/ Word Press
		Computation Responsibility IT Department
		Usage Level Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	Most sessions come from 1 channel, with each contributing at least 15% of traffic	Unacceptable
						2	Most sessions come from 2 channels, with each contributing at least 15% of traffic	Emerging
						3	Most sessions come from 3 channels, with each contributing at least 15% of traffic	Minimally Acceptable
						4	Most sessions come from 4 channels, with each contributing at least 15% of traffic	Acceptable
						5	Most sessions come from 5 channels, with each contributing at least 15% of traffic	Accomplished
						6	Most sessions come from more than 5 channels, with each contributing at least 15% of traffic	Excellent



Return to Strategic Objective 3.3

KPI_L3_3.3_05

KPI Name	Unit	Frequency of computation
DAU national educational category ranking	Rank	Annually

Description: Education & Training Evaluation Commission in Saudi Arabia (ETEC) adopts a ranking for Saudi universities (Saudi Global Ranking) based on Educational performance (Educational category ranking (C01)) focusing on learning and teaching quality, alignment with labor market and community engagement.

Data Required for Computation	Computation Formula
Last ranking of DAU according to "Saudi Global Ranking"	DAU ranking according to "Saudi Global Ranking"

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Report of DAU Ranking	ETEC Website	General Directorate of Planning, Development & Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	> 60% of universities ranking	Unacceptable
						2	in 60% to 51% of universities ranking	Emerging
						3	in 50% to 41% of universities ranking	Minimally Acceptable
						4	in 40% to 31% of universities ranking	Acceptable
						5	in 30% to 21% of universities ranking	Accomplished
						6	Top 20% of universities ranking	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.3

KPI_L3_3.3_06

KPI Name	Unit	Frequency of computation
DAU national comprehensive category ranking	Rank	Annually

Description: Education & Training Evaluation Commission in Saudi Arabia (ETEC) adopts ranking for Saudi universities (Saudi Global Ranking) based on Comprehensive performance (Comprehensive category ranking (C02)) focusing on learning and teaching quality, research, innovation and knowledge transfer, alignment with the labor market, and community engagement.

Data Required for Computation	Computation Formula
Last ranking of DAU according to "Saudi Global Ranking"	DAU ranking according to "Saudi Global Ranking"

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Report of DAU Ranking	ETEC Website /SGR Ranking	General Directorate of Planning, Development & Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	> 90% of universities ranking	Unacceptable
						2	in 90% to 81% of universities ranking	Emerging
						3	in 80% to 71% of universities ranking	Minimally Acceptable
						4	in 70% to 61% of universities ranking	Acceptable
						5	in 60% to 41% of universities ranking	Accomplished
						6	Top 40% of universities ranking	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.3

KPI_L3_3.3_07

KPI Name	Unit	Frequency of computation
DAU international ranking	Rank	Annually

Description: Rankings are generally important as a measure if a university seeks to increase its international ranking. Higher education increasingly emphasizes impact of education, research, community engagement, and infrastructure and technical environment as quality indicators. For ETEC, the approved rankings are: • Shanghai Ranking • Times • GreenMetric • QS • Webometrics

Data Required for Computation	Computation Formula
DAU's ranking in an approved international ranking	Rank of DAU in an approved international ranking

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	Report of DAU Ranking	Shanghai Ranking Website/ Times Website/ GreenMetric Website/ QS Website/ Webometrics Website	General Directorate of Planning, Development & Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	≥ 2000	Unacceptable
						2	1400 - 1999	Emerging
						3	1200 - 1399	Minimally Acceptable
						4	1000 - 1199	Acceptable
						5	800 - 999	Accomplished
						6	< 800	Excellent



Return to Perspective 3 BSC



Return to Strategic Objective 3.3

KPI_L4_4.1_01

KPI Name	Unit	Frequency of computation
Growth rate in the number of enrolled students of total admitted students for the current academic year.	Proportion	Annually

Description: Determining the total number of enrolled students of the total newly admitted students allows DAU to know how many students have taken all the final steps to begin their studies including registering for classes. Growing enrollment is a consistent goal for DAU. This KPI measures the increase of the number of enrolled students comparing with the previous year and enables DAU to adopt the best student recruitment strategies, which will in turn help increase student enrollment.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of enrolled students of total newly admitted students during the current academic year. The total number of enrolled students of total newly admitted students in the previous academic year. 	$= \frac{\text{Total number of enrolled students of total newly admitted students during the current academic year}}{\text{Total number of enrolled students of total newly admitted students in the previous academic year}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C4_4.1_01	Enrollment Students Report	SIS	Deanship of Admission, Registration & Student Affairs	Used for informed decisions making and actions by the programs, colleges & institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 1.00 achievement	Unacceptable
						2	1.00 < 1.05 achievement	Emerging
						3	1.05 < 1.10 achievement	Minimally Acceptable
						4	1.10 < 1.20 achievement	Acceptable
						5	1.20 < 1.25 achievement	Accomplished
						6	≥ 1.25 achievement	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.1

KPI_L4_4.1_02

KPI Name		Unit	Frequency of computation					
Growth rate in credit hours registered by students in the current academic year.		Proportion	Annually					
<p>Description: Students' ability to graduate on time is heavily influenced by the number of credit hours they take each term. In addition, this KPI is considered as a measure of total enrolment in DAU. To boost available credit hours, actions should be taken to improve and identify trends and opportunities to boost student credit hours, reduce conflicts, define and communicate pathways to on-time completion, etc. This KPI measures the increase of the number of credit hours registered in the current academic year compared with the previous year enabling DAU to adopt the best strategies to leverage strategic course scheduling and reporting analytics to increase available credit hours registered by students.</p>								
Data Required for Computation		Computation Formula						
<ul style="list-style-type: none"> The total number of credit hours registered by students in the current academic year. The total number of credit hours registered by students in the previous academic year. 		$= \frac{\text{Total number of credit hours registered by students in the current academic year}}{\text{Total number of credit hours registered by students in the previous academic year}}$						
KPI Compatibility	Data Source	Computation Platform	Computation Responsibility					
KPI_C4_4.1_02	Enrollment Students Report	SIS	Deanship of Admission, Registration & Student Affairs					
		Usage Level						
		Used for informed decisions making and actions by the programs, colleges & institution						
KPI Baseline	KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 1.00 achievement	Unacceptable
						2	1.00 < 1.05 achievement	Emerging
						3	1.05 < 1.10 achievement	Minimally Acceptable
						4	1.10 < 1.20 achievement	Acceptable
						5	1.20 < 1.25 achievement	Accomplished
						6	≥ 1.25 achievement	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.1

KPI_L4_4.2_01

KPI Name	Unit	Frequency of computation
Percentage of the income from sources other than tuition	Percentage	Annually

Description: DAU seeks to diversify its income streams. Outside of tuition income, DAU should plan to generate income from a range of alternative sources including: research and consulting services, commercialization of physical assets and investment returns, etc. This KPI measures the percentage of DAU non-tuition income (resulting from initiatives-projects-services-programs) during the year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total amount of DAU income generated from sources other than tuition during the year The total amount of DAU income in the same year 	= [The total amount of DAU income generated from sources other than tuition / The total amount of DAU income]×100

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI-I-14/ KPI_C4_4.2_01	Finance Report of DAU Income other than Tuition	Finance Platform	Finance Department	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	< 1% achievement	Unacceptable
							2	1% < 3% achievement	Emerging
							3	3% < 5% achievement	Minimally Acceptable
							4	5% < 10% achievement	Acceptable
							5	10% < 20% achievement	Accomplished
							6	≥ 20% achievement	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.2

KPI_L4_4.2_02

KPI Name	Unit	Frequency of computation
Growth rate of the income from sources other than tuition	Proportion	Annually

Description: The dependence on a single financing source particularly tuition income can cause financial instability of private universities. That is the reason why top managers in DAU need to focus on increasing income sources other than tuition, such as consulting and research, services, training, commercialization of physical assets and investment returns, etc. This KPI measures the increase of DAU's non-tuition income (resulting from initiatives-projects-services-programs) in the current academic year compared with the previous year.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total amount of DAU's income generated from sources other than tuition during the current year The total amount of DAU's income generated from sources other than tuition during the previous year 	$= \frac{\text{The total amount of DAU's income generated from sources other than tuition during the current year}}{\text{The total amount of DAU's income generated from sources other than tuition during the previous year}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C4_4.2_02	Finance Report of DAU's Income other than Tuition	Finance Platform	Finance Department	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0 < 1.10 achievement	Unacceptable
						2	1.10 < 1.20 achievement	Emerging
						3	1.20 < 1.30 achievement	Minimally Acceptable
						4	1.30 < 1.40 achievement	Acceptable
						5	1.40 < 1.50 achievement	Accomplished
						6	≥ 1.50 achievement	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.2

KPI_L4_4.2_03

KPI Name	Unit	Frequency of computation
Number of proposed incomes generating initiatives	Number	Annually

Description: DAU's income can be increased by the diversification of income sources, by attracting external funds as well as by developing internal activities that can generate additional income. For that new initiatives to diversify income streams should be continuously developed by all levels of DAU: institution, colleges and administrative departments through proposal of initiatives. This KPI measures the increase of the number of proposed initiatives generating additional income.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of proposed income generating initiatives 	Counting the number of proposed income generating initiatives during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C4_4.2_03	Report of Proposed Income Generating Initiatives		Internal Audit Unit	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0	Unacceptable
							2	1	Emerging
							3	2	Minimally Acceptable
							4	3	Acceptable
							5	4	Accomplished
							6	≥ 5	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.2

KPI_L4_4.3_01

KPI Name	Unit	Frequency of computation
Average occupancy rate of facility units	Proportion	Annually

Description: Occupancy rate is a measure that shows how many facility units are used or rented. It is often expressed as a proportion applied to any type of space or property, including university classrooms, parking, labs, sports arenas, library, clinics, and more. DAU's occupancy rate can tell property managers and owners how successfully their properties are performing. This KPI measures the average occupancy rate of DAU's facility units.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total actual occupancy of DAU's facility units (the units that are being used or rented) during the academic year The total occupancy available of facility units at DAU during the same year 	= The total actual occupancy of DAU's facility units during the academic year / The total occupancy available of facility units at DAU during the same year during the same year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
	DAU's Facility Units Occupancy Report	SIS	Directorate of Quality Assurance	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	0.00 < 0.55 achievement	Unacceptable
							2	0.55 < 0.65 achievement	Emerging
							3	0.65 < 0.75 achievement	Minimally Acceptable
							4	0.75 < 0.85 achievement	Acceptable
							5	0.85 < 0.95 achievement	Accomplished
							6	≥ 0.95 achievement	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.3

KPI_L4_4.3_02

KPI Name		Unit	Frequency of computation					
Average occupancy rate per seat of facility units		Proportion	Annually					
Description: DAU seeks to use available facility units (classrooms, parking, labs, sports arenas, library, clinics, etc.) as much as they could be. It is always costly to leave facility units empty. The calculation of this KPI allows DAU to decide towards better investments of facility units. This KPI measures the average occupancy rate for DAU's facility units.								
Data Required for Computation		Computation Formula						
<ul style="list-style-type: none"> The average occupancy of DAU's facility units seats in the same category (chairs in classrooms, number of parking spaces, seats in labs, sports arenas, seats in libraries, clinics, etc.) during the academic year The average number of seats available at DAU's facility units in the same category (chairs in classrooms, number of parking spaces, seats in labs, sports arenas, seats in libraries, clinics, etc.) during the same year 		= The average occupancy of DAU's facility units seats in the same category during the academic year / The average seats available at DAU's facility units in the same category during the same year						
KPI Compatibility	Data Source	Computation Platform	Computation Responsibility					
	DAU's Facility Units Occupancy Report	SIS	Directorate of Quality Assurance					
			Usage Level					
			Used for informed decisions making and actions by the institution					
KPI Baseline	KPI Target					KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0.00 < 0.40 achievement	Unacceptable
						2	0.40 < 0.50 achievement	Emerging
						3	0.50 < 0.60 achievement	Minimally Acceptable
						4	0.60 < 0.70 achievement	Acceptable
						5	0.70 < 0.80 achievement	Accomplished
						6	≥ 0.80 achievement	Excellent



Return to Strategic Objective 4.3

KPI_L4_4.3_03

KPI Name	Unit	Frequency of computation
Annual expenditure rate per student	Amount	Annually

Description: Enrollment, income, educational quality, international rankings of universities are correlated with total expenditure per student. In DAU, as a private university, expenditure per student should be reasonable balancing between the quality objectives on one hand and profitability objectives on the other hand. This KPI measures the average of annual operating expenditure per student.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total operating expenditure - other than accommodation and student allowances - during the academic year. The total number of students is the number of all the students who are enrolled in DAU's programs in the same year. 	$= \frac{\text{The total operating expenditure during the academic year}}{\text{The total number of students during the same year}}$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI-I-09	DAU's Facility Units Occupancy Report	Finance Platform	Finance Department	Used for informed decisions making and actions by the institution

KPI Baseline	KPI Target					KPI Levels			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	UV	1	> 32000 or < 17000	Unacceptable
							2	>30000 and ≤32000 or <19000 and ≥17000	Emerging
							3	>28000 and ≤30000 or <21000 and ≥19000	Minimally Acceptable
							4	>26000 and ≤28000 or <23000 and ≥21000	Acceptable
							5	>25000 and ≤26000 or <24000 and ≥23000	Accomplished
							6	> 24000 and ≤ 25000	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.3

KPI_L4_4.3_04

KPI Name	Unit	Frequency of computation
Number of proposed cost-saving initiatives	Number	Annually

Description: Reduce costs through operating efficiencies can help to improve DAU's financial health. For DAU, in order to meet this KPI, it should be able to adopt budget constraints without compromising quality. This KPI measures the number of proposed cost-saving initiatives.

Data Required for Computation	Computation Formula
• The total number of proposed cost-saving initiatives during the academic year	Counting the number of proposed cost-saving initiatives during the year

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C4_4.3_04	Report of Proposed Cost-Saving Initiatives		Internal Audit Unit	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	0	Unacceptable
						2	1	Emerging
						3	2	Minimally Acceptable
						4	3	Acceptable
						5	4	Accomplished
						6	≥ 5	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.3

KPI_L4_4.3_05

KPI Name	Unit	Frequency of computation
Percentage of implemented cost-saving initiatives	Percentage	Annually

Description: DAU seeks to focus its efforts on cutting-costs and improving its bottom lines, often prodded to do so by owners. Cutting-costs initiatives should be developed at all levels of DAU (institutional level, colleges and administrative departments), and they must be implemented and work in tandem with DAU's strategy. This KPI measures the percentage of implemented cost-saving initiatives.

Data Required for Computation	Computation Formula
<ul style="list-style-type: none"> The total number of implemented cost-saving initiatives in the same year The total number of proposed cost-saving initiatives during the academic year 	$= \left[\frac{\text{The total number of implemented cost-saving initiatives in the same year}}{\text{The total number of proposed cost-saving initiatives during the academic year}} \right] \times 100$

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C4_4.3_05	Report of Proposed Cost-Saving Initiatives		Internal Audit Unit	Used for informed decisions making and actions by the institution

KPI Baseline		KPI Target				KPI Levels		
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Level	Interval	Interpretation
UV	UV	UV	UV	UV	UV	1	< 33% achievement	Unacceptable
						2	33 % < 50% achievement	Emerging
						3	50% < 67% achievement	Minimally Acceptable
						4	67% < 75% achievement	Acceptable
						5	75% < 85% achievement	Accomplished
						6	≥ 85% achievement	Excellent



Return to Perspective 4 BSC



Return to Strategic Objective 4.3