Policy Code	Policy Name	
DAU 2-5	KPIs & Benchmarking Policy	
Responsible Executive	**Current Revision Date**	**Next Revision Date**
- Directorate of Quality Assurance - Institutional Research & Archiving Unit - Teaching & Learning Unit - Colleges' Quality Unit	10/2023	10/2027

1. Policy Purpose

To foster continuous improvement within the university, Key Performance Indicators (KPIs) and benchmarking are integrated into a variety of activities. It is essential to implement these practices in order to establish performance standards and evaluate performance against comparable institutions. This policy outlines the procedures DAU will use for assessing and ensuring the attainment of performance goals through external and internal benchmarking. Through the implementation of this policy, the university is able to make evidence-based decisions that result in efficient and effective practices. A key objective of the Key Performance Indicators (KPIs) benchmarking policy is to promote ongoing DAU performance enhancements.

2. Policy Scope

This policy applies to ETEC-NCAAA Key Performance Indicators (KPIs) within DAU, including program and institutional-level indicators.

3. Policy Statement

KPI: refers to the key performance indicators that have been established by the ETEC-NCAAA for both the program and the institution.

Targeted Value: signifies the expected or desired level of achievement for each KPI. These benchmarks are determined by the KPI owners, such as Program Chairs or Unit Directors, and are discussed by the Quality Unit.

Actual Value: represents the current outcome or performance level of each KPI, providing an assessment of the KPI's current standing.

Internal Benchmark: refers to the comparable performance of the previous year's KPIs, serving as a reference point for evaluating progress and identifying areas of improvement.

External Benchmarks: are benchmarks obtained from other programs or institutions, whether on a national, regional, or international scale. These external benchmarks provide an external point of reference for assessing performance and identifying best practices.

KPI Analysis involves a comprehensive comparison of the benchmarks to identify strengths and formulate recommendations for improvement.

New Target Performance: represents the revised desired outcome for each KPI, which is established based on the insights gained from the KPI analysis. These new targets reflect the goals for improvement and guide future performance efforts.

KPIs Assessment Data Sources

- SIS: Student Information System.
- Quality Statistical Forms.
- Quality Surveys.

No.	Survey	Distribution Period
	Course evaluation surveys	At the end of the semester
	Student experience survey	At the end of the academic year
	Program evaluation survey	At the end of the academic year
	Alumni evaluation survey	During the academic year
	Employer Evaluation Survey	During the academic year
	Employee Opinion Survey	During the academic year
	DAU Faculty members Satisfaction Survey	During the academic year
	DAU Climate Survey	Distributed periodically when needed, not exceeding 3 years
	Faculty' satisfaction about electronic resources and library	Distributed periodically when needed, not exceeding 3 years
	Students' satisfaction about electronic resources and library	Distributed periodically when needed, not exceeding 3 years
	Students' satisfaction about services provided by Deanship of Admission and Registration	After the end of the admission and registration period
	New faculty members' satisfaction about the training programs offered to them	After the completion of the orientation program for new faculty members
	Effectiveness of training about improving performance	After the completion of the training program for the faculty members
	Faculties' satisfaction about the university's website and electronic systems services	Distributed periodically when needed, not exceeding 3 years
	Employee' satisfaction about the university's website and electronic systems services	Distributed periodically when needed, not exceeding 3 years
	Students' satisfaction about the university's website and electronic systems services	Distributed periodically when needed, not exceeding 3 years
	Students' satisfaction about services provided by the medical clinic	Distributed periodically when needed, not exceeding 3 years

The equation to calculate the new target value for a Key Performance Indicator

First Method: Fixed Percentage Increase/Decrease

This method involves applying a fixed percentage increase or decrease to the existing target value or actual value.

Case1: If the current target value is not achieved.

The equation can be expressed as:

Percentage Change = 5%

New Target = **Current Target Value** - (Actual Value × Percentage Change)

The percentage change can be determined based on various factors, such as desired improvement rate, external benchmarks, or DAU' strategic objectives.

If the **current target value is not achieved**, the new target value is decreased according to the result of the equation. If the equation causes a new target value that is lower than the current one, **the current target value is adopted as the new target value.**

Example: (The current target value is not achieved; the target value will be decreased)

KPI-I-16: Percentage of publications of faculty members.

The current target value = 60%
The current Actual value = 55%
Percentage Change = 5%

New Target = 60% - (55% × 5%) = 57.25%

Case2: If the current target value is achieved.

The equation can be expressed as:

Percentage Change = 5%

New Target = **Current Actual Value** + (Actual Value × Percentage Change)

Example: (The current target value is achieved; the target value will be increased)

KPI-I-03: Percentage of publications of faculty members.
The current target value = 3.5 out of 5, equal 70%
The current Actual value = 3.8 out of 5, equal 76%
Percentage Change = 5%

New Target = 76% + (76% × 5%) = 79.8% equal 3.99 out of 5

Academic Program Key Performance Indicators (KPIs) and Benchmarking

A. KPIs Assessment

Performance indicators are important tools for assessing the quality of Academic Programs and monitoring their performance. They contribute to continuous development processes and decision-making support. The National Center for Academic Accreditation and Evaluation (NCAAA) has identified **11 key performance indicators at the program level**. All of which are in line with the Program Accreditation Standards version 2022. These indicators are the minimum to be periodically measured. It is expected that the academic program measures the key performance indicators with benchmarking using the appropriate tools, such as (Surveys, Statistical data, etc.) according to the nature and objective of each indicator, as well as determining the following levels for each indicator:

- Actual performance
- Targeted performance level
- Internal reference (Internal benchmark)
- External reference (External benchmark)
- New target performance level

ETEC-NCAAA KPIs
DAU Academic Program KPIs-Report

B. Benchmarking the results of Program KPIs:

All programs at Dar Al Uloom University conduct internal and external benchmarking. The benchmarking process depends on the ETEC-NCAAA KPIs due to its use by all benchmarking partners, especially external benchmarking. The Institutional Research and Statistics Unit of the Directorate of Quality Assurance calculates the actual values of the performance indicators, and the results of the benchmarking are documented in the performance indicators report, to be used later in developing improvement plans according to the results, as follows:

1. Internal Benchmarking:

The actual values of the performance indicator for the current year are compared with the historical actual value at least for the previous year (usually based on the comparison of the last 3 years). The actual values of the program's performance indicator are compared with the values of performance indicators of similar programs in the college. These values are documented in the program and the college performance indicators report.

2. External Benchmarking:

Dar Al Uloom University has signed performance indicators exchange and benchmarking agreements with many academic programs in other universities, so that there are at least 3 external academic programs for each academic program at DAU to conduct external benchmarking. Benchmarking partners are selected according to several criteria, the most important of which are:

- Similarity to the educational system.
- Similarity in mission and goals.
- The program must have national or international academic program accreditation.
- The ability to provide benchmarking data, especially ETEC-NCAAA KPIs.

Program's KPIs exchange and benchmarking agreements (Click Here).
Program's KPIs exchange and benchmarking Template (Click Here).
Comprehensive Report of KPIs and Benchmarking (Click Here).

Institutional Key Performance Indicators (KPIs) and Benchmarking

A. KPIs Assessment

The DAU's strategic plan **has identified 115 performance indicators.** These KPIs include 23 ETEC-NCAAA KPIs, 15 SGR KPIs (Saudi Global Rank), and 58 KPIs developed by DAU. The DAU's KPIs are used to measure the achievement of the university's strategic initiatives, objectives, and goals for the next five years and thus develop the necessary improvement plans to achieve the DAU's mission. DAU's KPIs are designed in accordance with the balanced scorecard, which includes four perspectives (financial, customers, internal operations, learning and growth). The achievement of DAU's KPIs is monitored, and their results monitored through the electronic system of the balanced scorecard, which electronically cascaded with the college and academic program scorecards.

- DAU's Strategy Map (Click Here).
- DAU's Balanced Scorecard (Click Here).
- DAU's KPIs Cards (Click Here).

B. Internal and External Benchmarking

Dar Al Uloom University conducts internal and external benchmarking annually. The benchmarking process depends on the ETEC-NCAAA KPIs due to its use by all benchmarking partners, especially external benchmarking. The Institutional Research and Statistics Unit of the Directorate of Quality Assurance calculates the actual values of the performance indicators, and the results of the benchmarking are documented in the performance indicators report, to be used later in developing improvement plans according to the results, as follows:

A. Internal Benchmarking:

The actual values of the performance indicator for the current year are compared with the historical actual value for the previous year at least (usually based on the comparison of the last 3 years). These values are documented in the DAU's performance indicators report.

B. External Benchmarking:

Dar Al Uloom University has signed performance indicators exchange and benchmarking agreements with several universities, Therefore, external KPIs data is provided for at least three universities annually to conduct external benchmarking. Benchmarking partners are selected according to several criteria, the most important of which are:

- similarity to the educational system.
- Similarity in mission and goals.
- The university must have national academic accreditation.
- The ability to provide benchmarking data, especially ETEC-NCAAA KPIs.

DAU's KPIs exchange and benchmarking agreements (Click Here).
DAU's KPIs exchange and benchmarking Template (Click Here).

Roles and Responsibilities

- The Directorate of Quality Assurance (DQA) shall ensure that the National Center for Academic Accreditation and evaluation (NCAAA) based required Key Performance Indicators (KPIs) are being utilized and monitored by all the colleges, departments, centers and the Institution at large.
- DQA shall also ensure that the DAU's based KPIs are continuously monitored by all the concerned colleges, departments, centers and the Institution at large.
- The Institutional Research & Archiving Unit (IRAU) prepares the annual report on performance indicators at the institution level and for each academic program.
- The DQA shall assist all the colleges, departments, centers and the Institution at large in benchmarking with other comparable and reputable institutions.
- The Teaching and Learning Unit coordinates with the colleges' quality units to develop improvement plans according to the results of measuring performance indicators and benchmarking.
- DQA, in collaboration with the Teaching and Learning Unit, develops the improvement plan at the institution level according to the results of measuring performance indicators and benchmarking.
- The Teaching and Learning Unit follows up on the implementation of improvement plans at the institution and national levels according to the results of measuring performance indicators and benchmarking.

4. Related Policies/ Documents/ Forms

DAU 2-1 Quality Assurance and Continuous Improvement Policy
DAU 2-3 Surveys Policy
ETEC-NCAAA KPIs
DAU Academic Program KPIs-Report

5. Document History

Version	Issue/ Rev. Date	Updated Information/ Summary of Changes
1	10/2023	1st issue of the policy.