وزارة التعليم
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA
Ministry of Education

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VISION 2030
المملكة العربية السعودية
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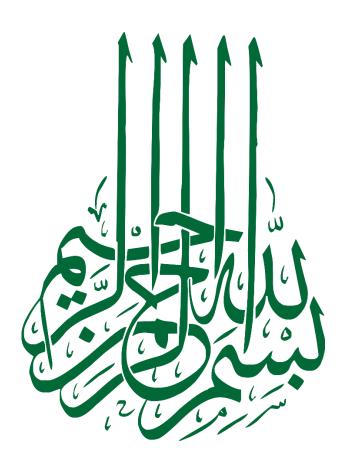جامعة دار العلوم
Dar Al Uloom University
لعلوم تواكب العصر

DAU's RESEARCH STRATEGIC PLAN 2023-2027

Research Strategic Plan
of DAR AL ULOOM University

2023-2027

Developed by

Planning, Development, and Quality Assurance general Directorate

Contents

List of Abbreviations

AY	:	Academic Year
BSC	:	Balanced Scorecard
CEI&KT	:	Centre for Entrepreneurship, Innovation & Knowledge Transfer
CEU	:	Community Engagement Unit
DAU	:	Dar Al Uloom University
DQA	:	Directorate of Quality Assurance
PR&M	:	Public Relations &Marketing
RSU	:	Research Support Unit
TBD	:	To Be Determined
T&LU	:	Teaching & Learning Unit
UP	:	University President
UV-P	:	University Vice-President

1. Preamble

DAU's Strategic Plan (2023-2027) sets out the University's direction for creating a stimulating research environment and delivering quality outcomes. DAU's strategy underscores the fundamental role of research and innovation for the future of the institution. Our research quality and leadership will continue to expand in priority areas over the next five years.

Therefore, DAU intends to support research and innovation through expanding research capacity, increasing productivity in research process, enhancing research quality as well as an active engagement of faculty members and students. The pillars supporting the research strategy include promoting entrepreneurship, innovation, and knowledge transfer. Expanding opportunities to make meaningful contribution to business community through sparking and intensifying entrepreneurial and knowledge transfer, will propel the university's strategic vison as a World-Class University.

2. Scientific Research: An evolving domain by DAU

To promote research and strengthen DAU's research profile, DAU has taken several significant initiatives within the framework of its previous Research Strategic Plan (2017-2022). These include establishing an internal research grant, updating its research policies, and encouraging academic conference attendance and publication. Through these initiatives, DAU has made relative improvements to its research performance.

In the next five years, DAU is expected to be ranked as a teaching institution by Saudi Global Ranking (SGR) based on three main domains: quality of teaching and learning, the alignment with the labour market and the community engagement. Even though the research and innovation domains are clearly not included in this category, DAU goes beyond the formal requirements to incorporate the research and innovation domain into its internal processes, so "Enhancing the quality of educational processes" is one of its strategic objectives. Furthermore, DAU has included most SGR KPIs in the domain of research activity and innovation and knowledge transfer, as per universities involved in the comprehensive category.

According to the analysis of the first research strategic plan accomplishments (2021-2023) and with the care to ensure consistency with DAU University Strategic Plan (2023-2027), the research strategic plan for 2023-2027 including research objectives and initiatives was developed. Over the next five years, research excellence will be a fundamental element of DAU's vision, mission, and values.

3. Research Governance at DAU

As part of new research governance arrangements at DAU, a Scientific Council will be established to oversee research and implement research policies. The Scientific Council will be chaired by the Vice Rector and supported by the Research Support Unit (RSU) and college research committees. The major function of the RSU is to implement and monitor DAU's research strategy and to provide guidance and support to faculty members as they undertake research activities.

A Centre for Entrepreneurship, Innovation & Knowledge Transfer (CEI&KT) will be created at DAU to play a central role in enhancing the Quantity and Quality of research outcomes. It works closely with the DAU colleges to develop and exploit relationships with a wide network of stakeholders and coordinate all university innovations, skilling and knowledge transfer from all faculties and students.

College research committees are primarily responsible for implementing DAU's research policies, seeking guidance from college Deans, and interpreting research regulations and procedures, as well as providing feedback to the RSU.

4. DAU's Research Strategic Plan 2023-2027

To develop and implement a comprehensive DAU's strategic plan for 2023-2027 covering teaching and learning, research, and community engagement, several tools of strategic analysis were used. The SWOT analysis was preformed to identify and analyse internal strengths and weaknesses as well as external opportunities and threats. To identify strengths and weaknesses, we conducted many brainstorming sessions and focus groups with internal and external stakeholders. To identify opportunities and threats, we rely on Porter's Five Forces framework, which identifies and analyses the five competitive forces shaping the private higher education industry in Riyadh, and on the PESTEL framework for analysing macro-environmental factors affecting the industry holistically. Then a TOWS Matrix was developed to generate possible strategic alternatives by matching internal strengths and weaknesses with external opportunities and threats.

The strategic planning methodology adopted is the Balanced Scorecard framework (BSC) which is a strategic planning and performance management framework allowing an organization to track financial and non-financial metrics and aligning its vision, mission, and values with all activities. The BSC approach organizes goals and objectives into four perspectives: financial, stakeholders, internal processes, and learning and growth. The figure below illustrates DAU's overall strategic planning methodology.

These analyses revealed the necessity and urgency of promoting scientific research at DAU including upgrading the scientific research system, promoting postgraduate studies, and consolidating a culture of innovation. Toward this end, two research-related strategic objectives have been developed as part of DAU's Second Strategic Plan (2023-2027): strategic objective (2.2) "Increasing Productivity in Research Process" and strategic objective (2.5) "Promoting entrepreneurship, innovation, and knowledge transfer".

Implementation of the research strategic plan will be monitored and evaluated based on detailed and precise Key Performance Indicators (KPIs). We have 15 research related KPIs in total, 10 of which are SGR KPIs, which evaluate the research activity for universities in the comprehensive category, and the other indicators are NCAAAs and Institutional Performance Indicators, which measure the progress of research strategic plan.

5. DAU's Research Strategic objective 2.2: Increasing productivity in research process.

Research is one of the main pillars of DAU's strategy, helping the university achieve its own mission. So, the university's overall research capacity and productivity is largely shaped by the capacity and productivity of faculty members and students. SOWT and TOWS analyses have led to the identification of this strategic objective and to the selection of the following two strategic initiatives for improving research productivity over the next five years.

- ✓ *Strategic Initiative 2.2.1.:* Enhancing the Quantity of Research Production by Faculties and Students
- ✓ *Strategic Initiative 2.2.2:* Enhancing the Quality and Impact of Research

5.1 Strategic Initiative 2.2.1: Enhancing the Quantity of Research Production

Achieving greater productivity in the research process at DAU requires improving both the quantity and quality of research production. To increase research quantity, faculty and students need to be more active participants, which requires a supportive and enabling environment at DAU. Successful implementation of Strategic Initiative 2.2.1 will create both financial and non-financial infrastructure to enhance the quantity of research production.

Challenges and opportunities:

The recruitment and retention of research active and research-intensive academic staff is both a current and future workforce development challenge. This challenge is particularly acute at DAU with a history of being teaching intensive, having relatively small research funding from external sources and with an underdeveloped research performance culture relative to the competing public institutions.

This challenge will become more acute as pressures of staffing needs, and the high teaching loads and academic responsibilities negatively impact the research productivity. This phenomenon will cause significant national competition for academic staff during the next period (2023-2027).

Over the next five years, it is imperative that DAU develops a world-class research workforce by ensuring that it is well positioned to meet these future challenges, especially as the pursuit of academic accreditation has increased the DAU's interest in promoting scientific research. Furthermore, DAU's research environment requires innovative ways to attract and retain staff research scientists. It will also require us to give newcomers, new researchers, and students support and opportunities to continue their research careers within the university. Developing a culture of support and encouragement, flexible work practices, and incentives will be necessary to achieve world-class research.

Strategic Initiative 2.2.1 RACI Matrix			
Responsible	Accountable	Consulted	Informed
Research Support Unit	University Vice-President	Scientific Council	University President

To increase the quantity of research production, the following actions are developed:

Actions of Strategic Initiative 2.2.1					
#	Actions	Deliverables	Target Date	Needed Resources	Respon-sibility
1	Reviewing and updating research and DAU's research funding policies.	Updated research policies	Dec-23	Current research policies	DQA
2	Identifying research area priorities in line with Vision 2030.	Research areas/themes priorities report	Annually - beginning of AY	Vision 2030	RSU

3	Developing and implementing a research strategy.	Accomplishment Report	Annually - End of AY	Institutional support and funding	RSU
4	Supporting student participation in research activities	Student research support activities Report	Annually - beginning of AY	Institutional support and funding	RSU
5	Ensuring participation of all full-time faculties in research production.	Publish research list per faculty member	Annually - beginning of AY	Institutional support and funding	RSU
6	Supporting participation in high-level conferences.	Conference attendance Report	Annually - beginning of AY	Institutional support and funding	RSU
7	Establishing RSU.	Established unit	Sep-23	Institutional support	University President
8	Setting annual budget for research activities funding (publishing, conferences, workshops, research excellence rewards, research equipment, and facilities, etc.)	Annual research budget	Annually - Beginning of AY	Institutional support and funding	RSU
9	Recruiting faculties with a proven research track record	Recruitment policy & Recruitment report	Annually - End of AY	Institutional support and funding	UV-P
10	Ensuring access/subscription to online research databases.	Annual report on Research Databases subscription	Annually - Beginning of AY	Institutional support and funding	UV-P
11	Ensuring dissemination of DAU research through a variety of highlighting tools including DAU's Website, research forums, newsletters, etc.	Annual report on dissemination venues	Annually - End of AY	Institutional support	PR&M
12	Providing research mentoring for newcomers and new researchers in the process of publishing.	Research mentoring report	Annually - End of AY	Institutional support and funding	RSU

To monitor and evaluate the strategic initiative 2.2.1, the following KPIs are used:

KPIs			
Code	Name	Computation Responsibility	Data Source
KPI_L2_2.2_01	The percentage of achieved DAU's research strategic plan KPIs.	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_02	Percentage of publications of faculty members	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_03	Number of publications of students	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_04	Rate of published research per faculty member	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_05	Percentage of DAU faculties' participation with research paper in peer-review scientific conferences	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_06	Published books and chapters	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_07	Proportion of the budget dedicated to research	RSU	Finance Report of Research Activities at DAU

The KPIs are detailed in the Appendix.

5.2 Strategic Initiative 2.2.2: Enhancing the Quality and Impact of Research

The aim of this strategic initiative is to include quality elements in faculty produced research output, by inviting and giving incentives to faculty to publish in High Impact Factor Journals.

Challenges and opportunities:

Quality and high impact of research are vital components of world-class research. In a quality research environment, it is essential to have the right equipment, research tools, administrative systems and human capital. However, DAU intends to improve infrastructure, culture, and programs that facilitate scientific research and data analysis.

During the next five years, it is critical for DAU to ensure the required infrastructure on site, so it is essential to look to its partners to strengthen existing infrastructure under collaboration agreements. To support research quality and maximise the research impact, DAU recognises the important role of supporting the research processes including laboratory, library, virtual/ electronic resources, finance, marketing, ethics and grants support staff and research administrative support more broadly.

Strategic Initiative 2.2.2 RACI Matrix			
Responsible	**Accountable**	**Consulted**	**Informed**
Research Support Unit	University Vice-President	Scientific Council	University President

To enhance the quality and Impact of Research, following actions are developed:

Actions of Strategic Initiative 2.2.2					
#	**Actions**	**Deliverables**	**Target Date**	**Needed Resources**	**Respon-sibility**
1	Reviewing and updating research funding policy to encourage high impact research	Updated research funding policy	Dec-23	Current research policies	DQA
2	Ensuring adherence to ethics of scientific research at the university	Report of Scientific Research Ethics committee	Annually - End of AY	Research Ethics Policy	Scientific Research Ethics Committee
3	Using plagiarism detection software in faculty and students research to protect intellectual property rights	Plagiarism software Application Report	Annually - End of AY	Institutional support	RSU
4	Ensuring all research publications are in ranked journals and excluding predatory journals	A report on the authenticity of DAU's published research	Annually - End of AY	Journal authenticity databases	RSU
5	Integrating research & enquiry into the curricula across all disciplines	Revised curricula	Annually - End of AY	Current curricula	T&LU
6	Establishing an annual award for outstanding student and faculty research	Report of annual award for outstanding research	Annually - End of AY	Institutional support	RSU

To monitor and evaluate the strategic initiative 2.2.2, the following KPIs are used:

KPIs			
Code	Name	Computation Responsibility	Data Source
KPI_L2_2.2_08	Citations rate in refereed journals per faculty member	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_09	Proportion of scientific publishing in classified journals for full-time faculty members	RSU	Achievement of DAU's Research Strategic Plan
KPI_L2_2.2_10	Researchers getting international research awards	RSU	Achievement of DAU's Research Strategic Plan

The KPIs are detailed in the Appendix.

6. DAU's Research Strategic objective 2.5 for 2023-2027: Promoting entrepreneurship, innovation, and knowledge transfer.

DAU aims to deliver impactful innovation through collaborative engagement in research projects with industry, business, government, and community. Moreover, the university plans to establish an innovation and entrepreneurship framework that integrate research, innovation, and knowledge transfer across the university and incentivize the pursuit of entrepreneurial and commercialization activities. To achieve this objective, we have adopted three strategic initiatives:

✓ *Strategic Initiative 2.5.1:* Establishing a Centre for Entrepreneurship, innovation, and knowledge transfer.

✓ *Strategic Initiative 2.5.2:* Providing Research and Consultation Services to Public and Private Partners.

✓ *Strategic Initiative 2.5.3:* Diversifying and Alluring Research Funding Sources from Public and Private Entities.

6.1 Strategic Initiative 2.5.1: Establishing a Centre for Entrepreneurship, Innovation and Knowledge Transfer

The aims of this strategic initiative are to establish a centre for entrepreneurship, innovation, and knowledge transfer (CEI&KT) that coordinate and mentor faculty, students, and other academic/research units in the entrepreneurship, innovation, and knowledge transfer areas, and develop and exploit relationships with a wide network of stakeholders and coordinate activities.

Challenges and opportunities:

Through our Research Strategy DAU is planning to establish a Centre for Entrepreneurship, innovation, and knowledge transfer (CEI&KT) where we can connect with companies to transfer our knowledge into society and encourage entrepreneurial spirit among our graduates, where we bring research results and innovative ideas to the business world, and then we can have an impact on the local, national and international community.

This centre will emphasise on our strengths and will benefit from the focused investment and by cooperating with external stakeholders to foster a culture and space for collaboration and knowledge sharing. We will aim to be the partner-of-choice for other universities, industries, the government, and the community. Opportunities for high quality interdisciplinary research, innovation and knowledge transfer supporting mutually beneficial collaborations between DAU, businesses and the public sector will be given priority support.

Strategic Initiative 2.5.1 RACI Matrix			
Responsible	Accountable	Consulted	Informed
Centre for Entrepreneurship, Innovation & Knowledge Transfer	University Vice-President	Research Support Unit	University President

Following are the actions DAU will take to strengthen the CEI&KT role at the university:

Actions of Strategic Initiative 2.5.1					
#	Actions	Deliverables	Target Date	Needed Resources	Respon-sibility
1	Completing the requirements to establish the centre for entrepreneurship, Innovation and Knowledge Transfer	CEI&KT	Sep-23	Institutional Support	UP
2	Developing strategies to enhance entrepreneurship skills, innovation, and knowledge transfer	Strategy	Dec-23	Institutional Support	CEI&KT
3	Offering entrepreneurship and innovation training	Training Report	Annually - End of AY	Institutional Support	CEI&KT
4	Supporting new startup ideas with training and mentorship	Report of startups	Annually - End of AY	Institutional Support	CEI&KT
5	Encouraging knowledge transfer between universities and industry	Proposals to encourage knowledge transfer between universities and industry	Annually - End of AY	Institutional Support	CEI&KT
6	Raising awareness on intellectual property	Activities Report	Annually - End of AY	Institutional Support	RSU
7	Providing general information on intellectual property	Activities Report	Annually - End of AY	Institutional Support	CEI&KT

To monitor and evaluate the strategic initiative 2.5.1, the following KPIs are used:

KPIs			
Code	Name	Computation Responsibility	Data Source
KPI_L2_2.5_01	Number of patents	RSU	Patents Report
KPI_L2_2.5_02	Entrepreneurial and emerging startup businesses	CEI&KT	Entrepreneurship Report
KPI_L2_2.5_03	License agreements	CEI&KT	Report of License Agreements

The KPIs are detailed in the Appendix.

6.2 Strategic Initiative 2.5.2: Providing Research and Consultation Services to Public and Private Partners

Highly qualified faculty members at DAU, including those with both academic and non-academic experience, enable the university to provide consultation services and conduct research that meets the needs of both the public and private sectors' partners. Participating in such activities benefits DAU in several ways. The university's engagement with the community and its connections to industries will be increased, and new revenue sources will be created, as well as additional income for faculty members.

Challenges and opportunities:

Research collaboration between university and the public and private sector is an integral part of effective research. It is often the case that outstanding research innovation occurs when research groups, experts, funders collaborate in common projects. Consultation services can also provide flow-on benefits to teaching and contribute positively to the profile of a university and its staff. Therefore, research and consultation services policy must foster collaboration and provide an overall framework that reflects the diversity of collaboration options that exist. It is crucial for DAU to find and support collaboration opportunities, while academic staff are also responsible for developing them.

DAU faces this challenge and must provide information on funding opportunities from external sources. In addition, it is important to support researchers so they can maximize the impact of their research and engage with key stakeholders and end users.

Strategic Initiative 2.5.2 RACI Matrix			
Responsible	Accountable	Consulted	Informed
Centre for Entrepreneurship, Innovation & Knowledge Transfer	Research Support Unit	University Vice-President	University President

The university will take the following actions to expand its partnership network:

#	Actions	Deliverables	Target Date	Needed Resources	Respon-sibility
			Actions of Strategic Initiative 2.5.2		
1	Developing research and consultation services policy	Updated research and consultation services policy	Dec-23	Institutional Support	DQA
2	Providing consultation services to public/private entities.	Consultation services Report	Annually - End of AY	Institutional Support	CEI&KT
3	Initiating collaborative research projects with public and private sectors.	Collaborative Research projects Report	Annually - End of AY	Institutional Support	CEI&KT

To monitor and evaluate the strategic initiative 2.5.2, the following KPI is used:

Code	Name	Computation Responsibility	Data Source
		KPIs	
KPI_L2_2.5_04	Consulting and research contracts signed with external party	CEI&KT	Report of Consulting and Research Contracts Signed with External Parties

The KPIs are detailed in the Appendix.

6.3 Strategic Initiative 2.5.3: Diversifying and Alluring Research Funding Sources from Public and Privates Entities

Aside from conducting research and consultations that satisfy the needs of public and private sector partners, DAU also needs to secure public and private funding for faculty research that meets national priorities and adds value to the community. Research funding can be secured through the Research, Development, and Innovation Authority (RDIA), a government agency responsible for encouraging and supporting RDI, coordinating institutions and research centres, proposing policies, legislation, and regulations, and providing sector funding.

Challenges and opportunities:

Universities' external funding sources affect research productivity. Diversification and strengthening of revenue sources of DAU by improving external funding has become an urgent issue; however, one might reasonably wonder if this direction will really lead to the improvement of research productivity of DAU especially that there is a lack of community awareness of the importance of collaboration in research hindering the funding of research.

DAU faces this challenge and must provide information on funding opportunities from external sources. It is crucial that the university highlight its research capacity and offer its services to meet research and consultations needs of the public and private partners. In addition, it is important to support researchers so they can maximize the impact of their research and engage with key stakeholders and end users.

Strategic Initiative 2.5.3 RACI Matrix			
Responsible	Accountable	Consulted	Informed
Centre for Entrepreneurship, Innovation & Knowledge Transfer	Research Support Unit	University Vice-President	University President

In order to diversify and attract funding sources from public and private entities, the university will take the following measures:

#	Actions	Deliverables	Target Date	Needed Resources	Respon-sibility
1	Developing a policy for DAU's research project external funding	DAU's research project external funding Policy	Dec-23	Existing policies	DQA
2	Identifying opportunities for additional research funding from external sources	Report of possible research funding external sources	Annually - End of AY	Partnership Agreements Public and private entities network	CEI&KT
3	Encouraging faculties in identifying research opportunities and external sources of funding	Encouragement activities report	Annually - End of AY	Institutional Support	CEI&KT
4	Providing faculties with assistance in writing proposals for research funding by organizing workshops, marketing the capabilities of DAU's researchers, and encouraging networking opportunities.	Assistance activities report	Annually - End of AY	Institutional Support	CEI&KT

To monitor and evaluate the strategic initiative 2.5.3, the following KPI is used:

KPIs			
Code	Name	Computation Responsibility	Data Source
KPI_L2_2.5_05	Proportion of external funding for research	CEI&KT	Finance Report of Research Activities at DAU

The KPIs are detailed in the Appendix

7. Balanced Scorecard For DAU's Research Strategic Plan

				Targets						RACI Matrix			
Perspective 2: Internal Processes													
Strategic Goal 2: Developing Excellent Learning Processes													
Strategic Objectives	KPI Codes	KPI Names	KPI Baseline 2022	2023 Target	2024 Target	2025 Target	2026 Target	2027 Target	Strategic Initiatives	R	A	C	I
2.2 Increasing Productivity in Research Process	KPI_L2_2.2_01	The percentage of achieved DAU's research strategic plan KPIs.	52%	75%	80%	85%	90%	95%	2.2.1 Enhancing the Quantity of Research Production by Faculties and Students	RSU	UV-P	Scientific Council	UP
	KPI_L2_2.2_02	Percentage of publications of faculty members	55%	60%	65%	70%	75%	85%					
	KPI_L2_2.2_03	Number of publications of students	15	30	50	70	90	100					
	KPI_L2_2.2_04	Rate of published research per faculty member	2	2	2.5	2.5	3	3					
	KPI_L2_2.2_05	Percentage of DAU faculties' participation with research paper in peer-review scientific conferences	8%	10%	11%	12%	14%	15%					
	KPI_L2_2.2_06	Published books and chapters	0	1	2	3	4	5					
	KPI_L2_2.2_07	Proportion of the budget dedicated to research	TBD	1.1%	1.2%	1.3%	1.4%	1.5%					
	KPI_L2_2.2_08	Citations rate in refereed journals per faculty member	6	7	8	10	12	15	2.2.2 Enhancing the Quality and Impact of Research	RSU	UV-P	Scientific Council	UP
	KPI_L2_2.2_09	Proportion of scientific publishing in classified journals for full-time faculty members	0.34	0.45	0.6	0.75	0.9	1					
	KPI_L2_2.2_10	Researchers getting international research awards	1	2	2	3	3	4					
2.5 Promoting Entrepreneurship, Innovation and Knowledge Transfer	KPI_L2_2.5_01	Number of patents	2	3	3	3	4	4	2.5.1 Establishing a Centre for Entrepreneurship, Innovation and Knowledge Transfer	CEI&KT	UV-P	RSU	UP
	KPI_L2_2.5_02	Entrepreneurial and emerging startup businesses	0.10	0.15	0.20	0.25	0.30	0.35					
	KPI_L2_2.5_03	License agreements	-	TBD	TBD	TBD	TBD	TBD					
	KPI_L2_2.5_04	Consulting and research contracts signed with external party	-	TBD	TBD	TBD	TBD	TBD	2.5.2 Providing Research and Consultation Services to Public and Private Partners	CEI&KT	RSU	UV-P	UP
	KPI_L2_2.5_05	Proportion of external funding for research	-	TBD	TBD	TBD	TBD	TBD	2.5.3 Diversifying and Alluring Research Funding Sources from Public and Private Entities	CEI&KT	RSU	UV-P	UP

Appendix

Key Performance Indicator Sheets

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
• 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.	= [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]×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
52%	75%	80%	85%	90%	95%	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

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
• 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 .	= [The total number of full-time faculty members who published at least one paper research during the year / The total number of faculty members in the institution]×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				
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
55%	60%	65%	70%	75%	85%

KPI Levels

Level	Interval	Interpretation
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

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
• 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				
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
15	30	50	70	90	100

KPI Levels

Level	Interval	Interpretation
1	< 5	Unacceptable
2	5 - 9	Emerging
3	10 - 14	Minimally Acceptable
4	15 - 19	Acceptable
5	20 - 25	Accomplished
6	> 25	Excellent

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
• 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
C02D02S05I14/ 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
2	2	2.5	2.5	3	3	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

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
• 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 .	= [The total number of DAU faculties' participation with paper in peer-reviewed scientific conferences during the academic year / The total number of faculty members in the institution]×100

KPI Compatibility	Data Source	Computation Platform	Computation Responsibility	Usage Level
KPI_C2_2.2_05	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
8%	10%	11%	12%	14%	15%	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
• 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 .	= [The total number of books and chapters published in the available data base during the academic year / The total number of faculty members in the institution]

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
0	0.01	0.02	0.03	0.04	0.05	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

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
• 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	= [The total amount of the budget dedicated to research / The total amount of the institution budget]×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
TBD	1.1%	1.2%	1.3%	1.4%	1.5%		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

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
• 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	Data Source	Computation Platform	Computation Responsibility	Usage Level
C2D01S04I11/ KPI_C2_2.2_08/ KPI-I-18	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		

KPI Baseline	KPI Target					Level	Interval	Interpretation
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	1	1 < 5 achievement	Unacceptable
						2	5 < 7 achievement	Emerging
6	7	8	10	12	15	3	7 < 10 achievement	Minimally Acceptable
						4	10 < 12 achievement	Acceptable
						5	12 < 15 achievement	Accomplished
						6	≥ 15 achievement	Excellent

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
• 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				
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
0.34	0.45	0.6	0.75	0.9	1

KPI Levels

Level	Interval	Interpretation
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

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
• 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.	= [The total number of researchers getting international research awards during the year/ (The total number of faculty members in DAU + The total number of postgraduate students)]

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
0.001	0.002	0.002	0.003	0.003	0.004	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

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
• 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
2	3	3	3	4	4	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

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
• 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.	= [Total number of entrepreneurial and emerging startup businesses wthin DAU / 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				
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
0.10	0.15	0.20	0.25	0.30	0.35

KPI Levels

Level	Interval	Interpretation
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

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
• 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.	= [Total number of license agreements signed by DAU / 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				
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
-	TBD	TBD	TBD	TBD	TBD

KPI Levels

Level	Interval	Interpretation
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

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
• 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
-	TBD	TBD	TBD	TBD	TBD	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

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
• 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.	= [The total amount of the external funding for research/ The total amount of the budget dedicated to research]×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
-	TBD	TBD	TBD	TBD	TBD	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