المملكة العربية السعودية
وزارة التعليم
جامعة نجران
وكالة التطوير والجودة

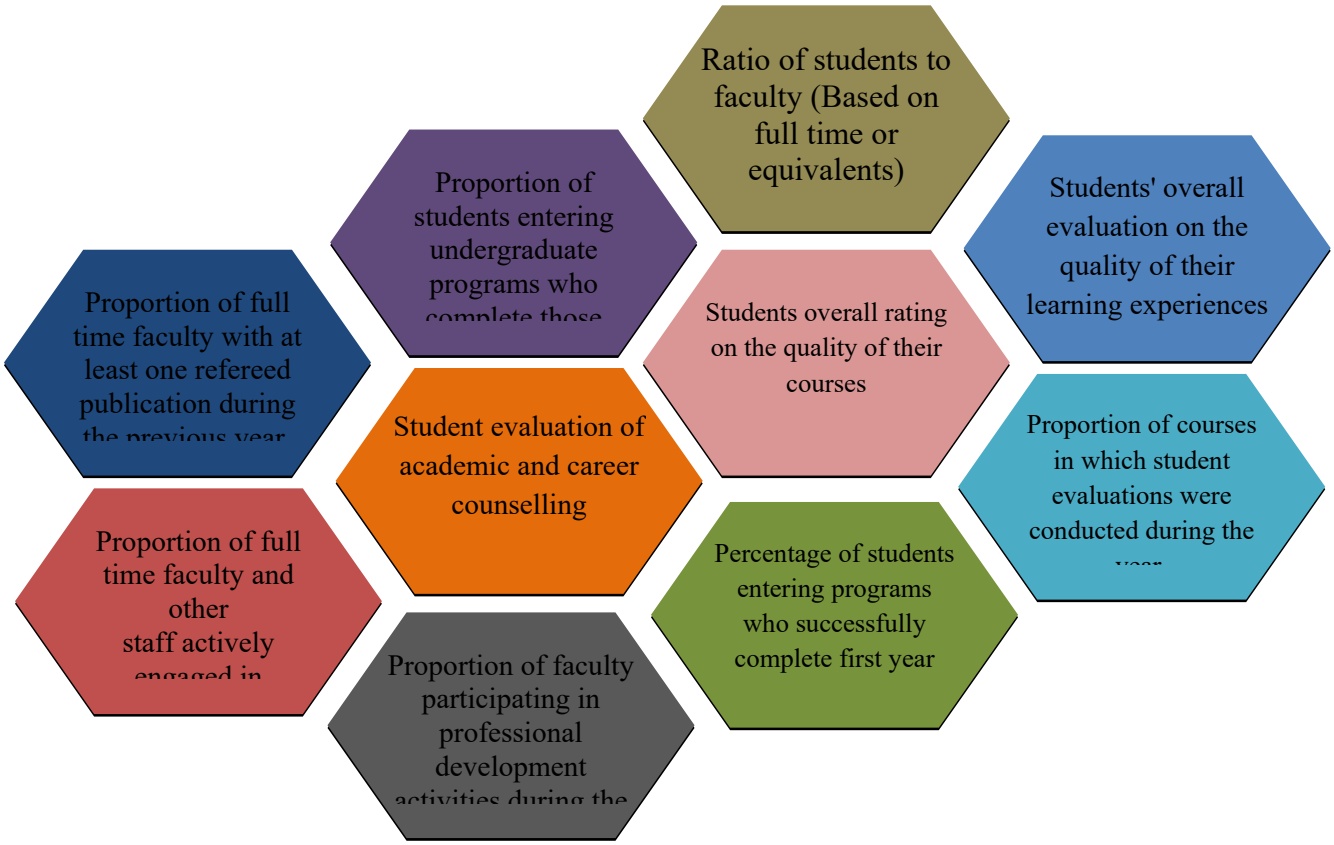
جامعة نجران
NAJRAN UNIVERSITY

measurement system of KPIs of quality assurance in the academic programs For the academic year 1437/ 1438 H

Introduction:

In the light of Najran University mission which provides that "offering teaching and learning that address the needs of society and the labor market; effective contribution to sustainable development through conducting applied research and optimal use of modern technologies; and establishing partnerships at the local, regional and global levels", the University has approved an institutional system for the quality assurance of its programs through the annual evaluation of (10) KPIs required by Education Evaluation Commission that shall be representative of the most significant performance aspects of the programs. In addition to evaluating the indicators for the standards set by the Commission (i.e. Management of quality assurance and improvement, learning and teaching, research, community service), the University has sought to evaluate and follow-up the KPIs for student administration and support services, supporting services, and employment for their direct impact on teaching and learning processes.

Figure (1): Ten KPIs required by Education Evaluation Commission



KPIs Measurement Mechanism

NU has a Performance Measurement Unit (PMU) which is administrated by the Vice-rectorship for Development and Quality. It is assigned to set up a mechanism for measuring and monitoring the results of KPIs to identify the extent of achieving the University strategic objectives, as shown in Figure (2):

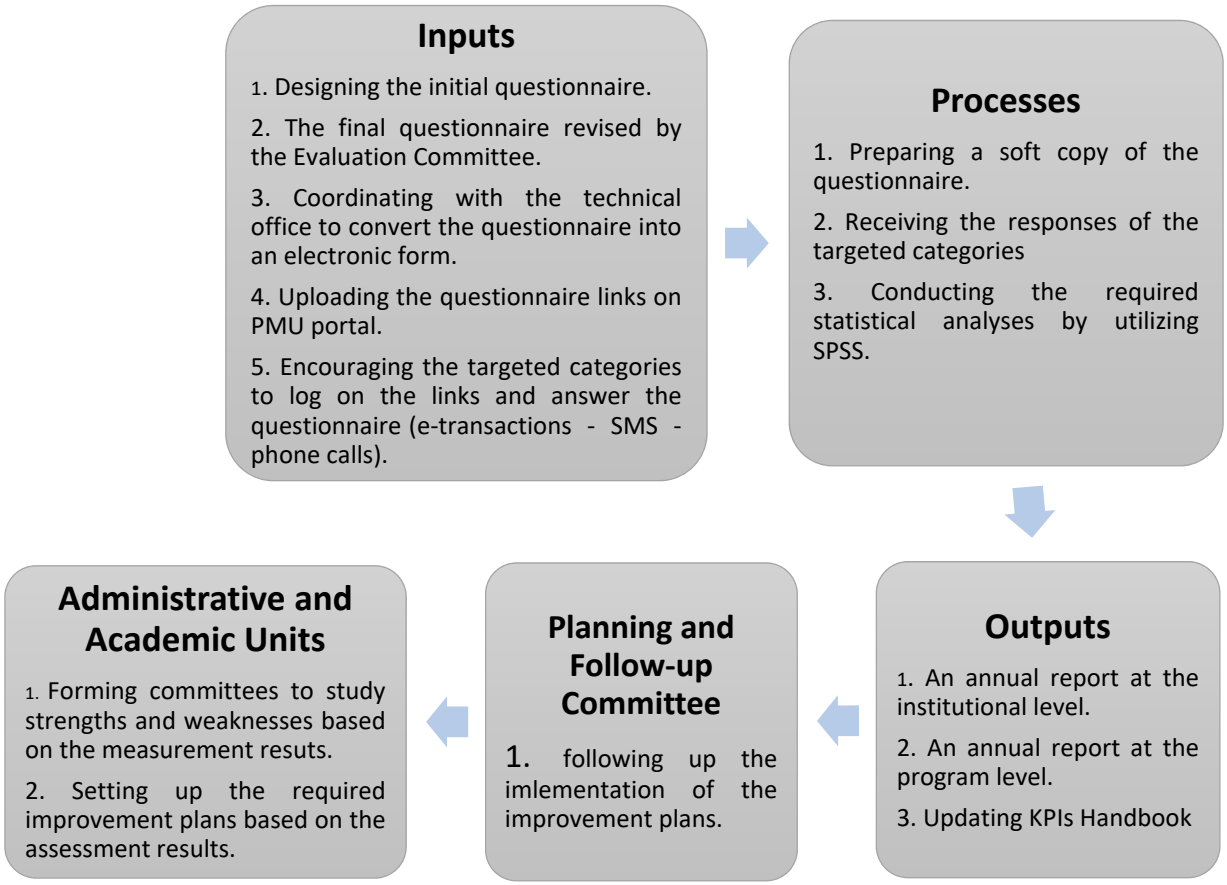


Figure (2) Mechanism of Measuring KPIs

1. Initial questionnaires prepared by the members of PMU based on the indicator to be measured. There is an office for preparing questionnaires and surveys in PMU (PMU organizational structure).
2. The initial versions revised by PMU and sent to the members of Questionnaires and Surveys Evaluation Committee (the decision of forming the Committee renewed annually by the Vice-rector for Development and Quality).

3. Final KPIs questionnaires prepared in two versions (Arabic and English), in particular those targeting faculty members.
4. The final KPIs questionnaires sent to the Technical office to convert them to soft copies. Links are given to PMU.
5. PMU verifies the links through making sure of the matching between the questionnaires loaded on the links and their final versions.
6. Official letters from the Vice-rector for Development and Quality sent to the competent Deans and administrative and academic leaderships to direct the employees of their colleges, departments and units to log on the links and to answer the questionnaires electronically.
7. A period is specified for answering the questionnaires on these links by the targeted categories.
8. During the specified period, PMU checks the responses to monitor the number of respondents and takes the required procedures to increase their number by sending other official letters by the Vice-rector for Development and Quality.
9. After the specified period, PMU statistical processing office receives the responses of the targeted categories on those links to conduct the required statistical analyses.
10. The Statistical report shall be submitted to PMU standards measurement and assessment office to prepare the assessment report as well as the required recommendations based on the results of measurement and assessment.
11. The final report shall be submitted to the technical office for preparing the technical design of KPIs reports.
12. A comparison shall be held between the final version and the newly designed version to make sure of its soundness and content match. KPIs final report shall be submitted to the Vice-rector for Development and Quality and to the competent deans and administrative and academic leaderships to set the required improvement plans based on evaluation results.

Methodology of Evaluation

The annual evaluation of the programs' KPIs covered all colleges. In other words, two programs- at least- were selected from each college; about (23) out of (39) programs at the university level. Regarding the colleges that contain a program only, the KPIs of this program were obtained. Every program submitted a report about its KPIs and their internal and external benchmarks, as shown in table (1).

Table (1)

A list of programs and colleges

College	Program	Internal benchmark	External benchmark (if any)
Education	Special Education	Kindergarten	King Khalid University
	Kindergarten	Special Education	King Khalid University
Nursing	Nursing	Previous evaluation	King Khalid University
Applied Medical Sciences	Radiology	Physiotherapy	King Khalid University
	Physiotherapy	Radiology	King Khalid University
Engineering	Civil Engineering	Architectural Engineering	King Khalid University
	Architectural Engineering	Civil Engineering	King Khalid University
Science and Arts- Najran	English Language	Arabic Language	King Khalid University
	Chemistry	Physics	King Khalid University
Computer Sciences	Computer Sciences	Information Systems	King Khalid University
	Information Systems	Computer Sciences	King Khalid University
Dentistry	Dentistry	Clinical Laboratories	King Khalid University
Pharmacy	Pharmacy	Previous evaluation	King Khalid University
Deanship of Preparatory Year	Preparatory Year	Previous evaluation	King Khalid University
Administrative Sciences	Public Administration	Previous evaluation	King Khalid University
	Business Administration	Previous evaluation	King Khalid University
Community	Business Administration	Previous evaluation	King Khalid University
	Computer Science program	Previous evaluation	King Khalid University
Medicine	Medicine	Dentistry	King Khalid University
Sharia and Fundamentals of Religion	Sharia	Fundamentals of Religion	King Khalid University
	Fundamentals of Religion	Sharia Program	King Khalid University
Science and Arts- Sharurah	Chemistry	Previous evaluation	King Khalid University
	English Language	Arabic Language	King Khalid University

It is to be noted that the evaluation methods of these indicators vary, as follows:

KPIs evaluated using unified measures within a standardized time frame by Measurement Performance Unit:

- Students' overall evaluation on the quality of their learning experiences
- Proportion of courses in which student evaluations were conducted during the year.
- Students overall rating on the quality of their courses
- Student evaluation of academic and career counselling

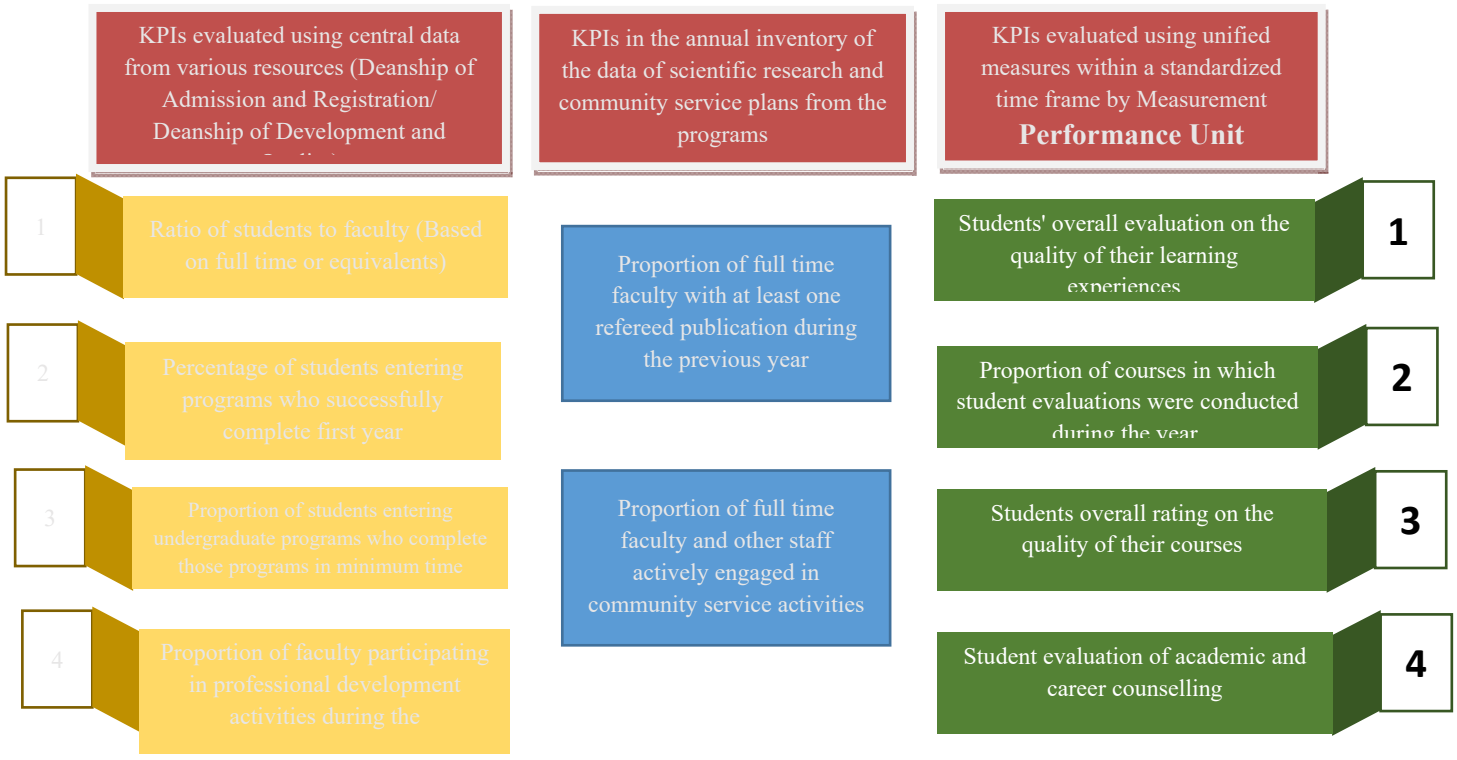
KPIs evaluated using central data from various resources (Deanship of Admission and Registration/ Deanship of Development and Quality):

- Ratio of students to faculty (Based on full time or equivalents)
- Percentage of students entering programs who successfully complete first year
- Proportion of students entering undergraduate programs who complete those programs in minimum time
- Proportion of faculty participating in professional development activities during the past year

KPIs in the annual inventory of the data of scientific research and community service plans from the programs:

- Proportion of full time faculty with at least one refereed publication during the previous year
- Proportion of full time faculty and other staff actively engaged in community service activities

Figure (2): Distribution of KPIs according to the methods of evaluation and data collection



Internal benchmark

The programs conducted internal benchmarking with corresponding programs from the university or approximate specialization and area of knowledge, as shown in the tables of KPIs evaluation and result discussion. If the results of corresponding programs are unavailable, the previous evaluation is adopted.

External benchmark

Regarding the external benchmarking, most programs did not complete the actions of communicating with corresponding programs outside the university except Pharmacy Program that conducted external benchmarking with the College of Pharmacy at King Saud University. Temporarily, the external benchmarking of the real values registered for the programs was conducted with the values of King Khalid University's KPIs.

The Vice-Rectorship of Development and Quality intends to benchmark the programs to corresponding programs in the present academic year according to the correspondences between NU and the Universities of King Khalid, Arabian Gulf, Cairo and Suez Canal.

Follow-up and evaluation

According to the template approved for preparing the report on the program's KPIs, the program makes a list of improvement priorities to be included in the annual improvement plan for the academic programs that shall be approved by department councils and its design and implementation are followed up by the competent units in the Vice Rectorship for Development and Quality.

The following tables display the results of evaluating the KPIs of the programs for the academic year 1437/1438H. The results of each college's programs are displayed separately along with explanation, analysis and improvement recommendations for each indicator.

I. A list of KPIs of quality assurance control at the university level (institutional)

Code	KPI	Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**			New Target Benchmark
					King Khalid University	Cairo University	Arabian Gulf University	
Institutional KPIs of quality assurance control of programs and colleges								
S3.1	Students' overall evaluation on the quality of their learning experiences.	3.54= 70.8%	4= 80%	3.4= 68%	3.04= 60.8%	3.55 = 71%	3.75 = 75%	3.75= 75%
S3.2	Proportion of courses in which student evaluations were conducted during the year.	%100	%100	100%	42.93%	-	-	100%
S4.1	Ratio of students to teaching staff	15: 1 (average)	15: 1 (average)	15: 1 (average)	20: 1	11: 1	13: 1	15: 1 (average)

Code	KPI	Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**			New Target Benchmark
					King Khalid University	Cairo University	Arabian Gulf University	
	(based on full time equivalent)							
S4.2	Students overall rating on the quality of their courses.	77.2 %	80%	76.2%	72.4%	76.4%	86%	80%
S4.4	Percentage of students entering programs who successfully complete first year.	41%	60%	41.5%	49%	60%	80%	60%
S4.5	Proportion of students entering undergraduate programs who complete those programs in minimum time.	23.52%	50%	22%	39.35%	85%	67.5%	50%
S5.3	Student evaluation of academic and career counselling.	%70	80%	64.8%	70.8	75.4	76.4	75%
S9.2	Proportion of teaching staff participating in professional development activities during the past year	35.6%	50%	33.1%	36%	-	-	40%
S10.3	Proportion of full time member of teaching staff with at least one refereed publication during the previous year.	15.5%	50%	22.5%	-	-	-	50%
S11.1	Proportion of full time teaching and other staff actively engaged in	26.4%	50%	13.8%	17.0%	-	-	50%

Code	KPI	Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**			New Target Benchmark
					King Khalid University	Cairo University	Arabian Gulf University	
	community service activities.							

KPI and Assessment Table

KPI S. No.	List of Program KPIs Approved by the Institution		KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
								Strengths	**Improvement**
S01 Mission Goals and Objectives									
S1.1	Satisfaction rate of students, alumni, faculty members and the labour market for the vision and mission of each program separately	Overall							
		a-Students							
		b-Alumni							
		c-Faculty members							
		d-Labour market							
S1-2	The approval decision to adopt and document the vision and mission from program and								

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
	college council.							
S1-3	The proportion of alignment between the university, college and the program mission statement							
S1-4	The number of decisions and decrees made with reference to the mission of the program							
S02 Program Administration								
S2-1	Satisfaction rate of faculty members and final year students for the guidelines of policies and authorities							
S2-2	Documents that define the policies and authorities							
S03 Management of Program Quality Assurance								
S3.1	Students overall evaluation on the quality of their learning experiences at the program. (Average rating of the overall quality of their program on a five-point scale in an annual survey final year students.)							
S3.2	Proportion of courses in which student evaluations were conducted to evaluate courses							

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
	and lecturer during the year.							
S04 Learning and Teaching								
S4.1	Ratio of students to teaching staff. (Based on full time equivalents)							
S4.2	Students overall rating on the quality of their courses. (Average rating of students on a five-point scale on overall evaluation of courses.)							
S4.3	Proportion of teaching staff with verified doctoral qualifications.							
S4.4	Percentage of students entering program whom successfully complete first year.							
S4.5	Proportion of students entering undergraduate programs who complete those programs in minimum time.							
S4.6	Proportion of graduates from postgraduate program:							
S4.7	Proportion of graduates from undergraduate programs who within six months of graduation are: (a) employed							

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
	(b) enrolled in further study (c) not seeking employment or further study							
S4.8	Ratio of students to teaching staff. (Based on program)							
S4.9	Satisfaction of employment for professional and personal skills of the graduates of the program. (average)							
S05 Student Administration and Support Services								
S5.1	Ratio of students to administrative staff							
S5.2	The percentage of students participating in non-curricular activities							
S5.3	Student evaluation of academic and career counselling. (Average rating on the adequacy of academic and career counselling on a five-point scale in an annual survey of final year students.							
S06 Learning Resources								
S6.1	Beneficiaries' evaluation of the library "Media Center". (Average rating of the suitability of the library "and Media Center") a- Library staff							

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
	who provides assistance b- Current situation and the update c- Possibility of copy and print d- Equipment efficiency e- Suitability of location for study f- Availability of study spaces g- Any other quality indicators through five-point scale in an annual survey							
S6.2	Beneficiaries' evaluation of the digital library (Average rating of the suitability of the digital library) a- Easy access to websites b- The availability of databases c- Possibility of users login d- Training in digital library use skills e- Any other quality indicators through five-point scale in an annual survey							
S6.3	Number of book titles held in the library as a proportion of the number of students.							

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
S07 Facilities and Equipment								
S7.1	Annual expenditure on information technology budget, including: a- the percentage of IT budget from the total budget of the university or college or programs of IT b- the percentage of IT budget for each program on the institutional level or for each student c- the percentage of IT budget for genuine computer software d- the percentage of IT budget for information technology maintenance							
S7.2	Beneficiaries' evaluation of information technology field (the general average rating is through five-point scale in an annual survey) a- Availability of IT b- Availability of websites c- E-learning services d- IT security e- Software and hardware maintenance							

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
S7.3	Beneficiaries' evaluation of facilities and equipment: a- Classrooms b- Laboratories c- Bathrooms (maintenance and cleanliness) d- Security e- Handicapped facilities (ramps, elevators, bathrooms) f- Infrastructure and sport facilities							
S7.4	Number of accessible computer terminals per student.							
S08 Financial Planning and Management								
S8.1	The percentage of teaching staff satisfaction with financial management system and the adequacy of the available budget for the program							
S09 Employment Processes								
S9.1	Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement.							

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
S9.2	Proportion of teaching staff participating in professional development activities during the past year.							
S10 Research								
S10.1	Number of refereed publications (journal and conferences) in the previous year per full time equivalent member of teaching staff.							
S10.2	The number of citation of all full time faculty members in academic journals.							
S10.3	The percentage of full time faculty members who have at least one published research in academic journal last year							
S10.4	The number of research or reports that were presented in academic conference last year for each full time faculty member							
S10.5	The revenue of research from external sources (other than research budget) last year as a percentage from the full time faculty members							

KPI S. No.	List of Program KPIs Approved by the Institution	KPI **Actual** Benchmark /1437 1438	KPI **Target** Benchmark	KPI **Internal** Benchmark /1437 1438	KPI **External** Benchmark /1437 1438	KPI **New Target** Benchmark /1438 1439	KPI Analysis	
							Strengths	**Improvement**
S11 Relationships with the Community								
S11.1	Proportion of teaching staff involved in community service and activities							