



## KPI Policy

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### Introduction

Performance indicators are essential tools for evaluating the quality of educational institutions and monitoring their performance. They facilitate continuous development and support informed decision-making.

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

It is expected that the institution assesses key performance indicators by utilizing suitable tools, such as surveys and statistical data, in line with the specific nature and objectives of each indicator. Additionally, it should define the following levels for each indicator:

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

A report describing and analyzing the results of each indicator (including performance changes and comparisons according to gender) is expected with a precise and objective identification of strengths and aspects that need improvement.

## Overview

Fahad Bin Sultan University (FBSU) is committed to integrating Key Performance Indicators (KPIs) and benchmarking into all significant areas of its operations. This integration supports the development and execution of action plans aimed at continuous improvement and establishes standards of practice along with performance comparators. This policy outlines the University's approach to evaluating and ensuring performance achievement through both internal and external benchmarking comparisons. Following this policy facilitates efficient and effective evidence-based decision practices.

## Purpose

The overarching aim of the benchmarking and KPI policy is to contribute to continuous improvement of FBSU performance.

## Scope

The policy applies to all KPIs (program, college and institutional) at FBSU.

## Definitions

- Institutional KPI and Risk Management Committee (IKRMC)
- Institutional Strategic Plan Committee (ISPC)
- Institutional Financial Risks and Management Committee (IFRMC)
- Institutional Technology and Quality Committee (ITQC)
- Deanship of Quality and Academic Accreditation (DQAA)
- **Benchmark/KPI** refers to the key performance indicators of the program/institution approved by the Institutional KPI and Risk Management Committee (IKRMC). This includes both NCAAA and additional KPIs.
- **Targeted Performance (Benchmark)** refers to the expected or desired results for each KPI, which will be established by the KPI owners (such as Program Chairs or Unit Directors) in consultation with and approved by the Institutional KPI and Risk Management Committee (IKRMC).
- **Actual Performance (Benchmark)** refers to the current outcome/performance of each KPI.
- **Internal Benchmark** refers to comparable performance of previous year KPI.
- **External Benchmarks** refer to comparable benchmark from outside programs/institution (national, regional or international).
- **KPI Analysis** refers to the process of benchmarks to identify strengths and weaknesses,

followed by providing recommendations for improvement.

- **New Target Performance (Benchmark)** refers to a new desired outcome for each KPI which is based on the KPI analysis.

## **Policy**

- The KPI Policy applies to institutional and program level.
- For Institutional level, the NCAAA has identified 20 Key Performance Indicators (KPIs) at the institutional level, all of which are aligned with the evolving standards for institutional accreditation. These KPIs will be coded from KPI-I-01 to KPI-I-20 (refer to Appendix 3 for details).
- The National Center for Academic Accreditation and Evaluation (NCAAA) has established a total of 30 key performance indicators (KPIs) at the program level, which includes 17 KPIs for undergraduate programs and 13 KPIs for postgraduate programs. The codes for the program-level KPIs are designated as KPI-P-01 to KPI-P-17 for Bachelor degree programs and KPI-PG-1 to KPI-PG-13 for postgraduate programs (refer to Appendices 4 and 5 for details).
- FBSU may utilize additional performance indicators that are considered necessary to maintain the quality of the institution. The coding for these additional institutional Strategic Plan KPIs will be SKPI-I-01 and onward. For college-level Strategic Plan KPIs, the codes will begin with SKPI-CE-01, SKPI-CSH-01, SKPI-CM-01 and so on (for example, College of Engineering, College of Sciences and Humanities, and College of Medicine respectively). Likewise, the coding for additional program-level Strategic Plan KPIs will follow the format SKPI-CIVE-01, SKPI-ELT-01, SKPI-MBBS-01 and so forth (for instance, Civil Engineering Program, English Language and Translation Program, Bachelor of Medicine and Bachelor of Surgery etc.).
- All Research KPIs will be based on academic calendar year.
- All Research KPIs will be based on PhD Faculty members only as per FBSU Policy.
- Each of the additional KPIs and target benchmarks must be reviewed by the Institutional KPI and Risk Management Committee (IKRMC) and receive approval from the Deanship of Quality and Academic Accreditation (DQAA).
- To identify external benchmarks and relevant data, consultation with the Institutional KPI and Risk Management Committee (IKRMC) is necessary, followed by approval from the Deanship of Quality and Academic Accreditation (DQAA).
- Internal Benchmarks refer to comparable performance of previous year KPI.

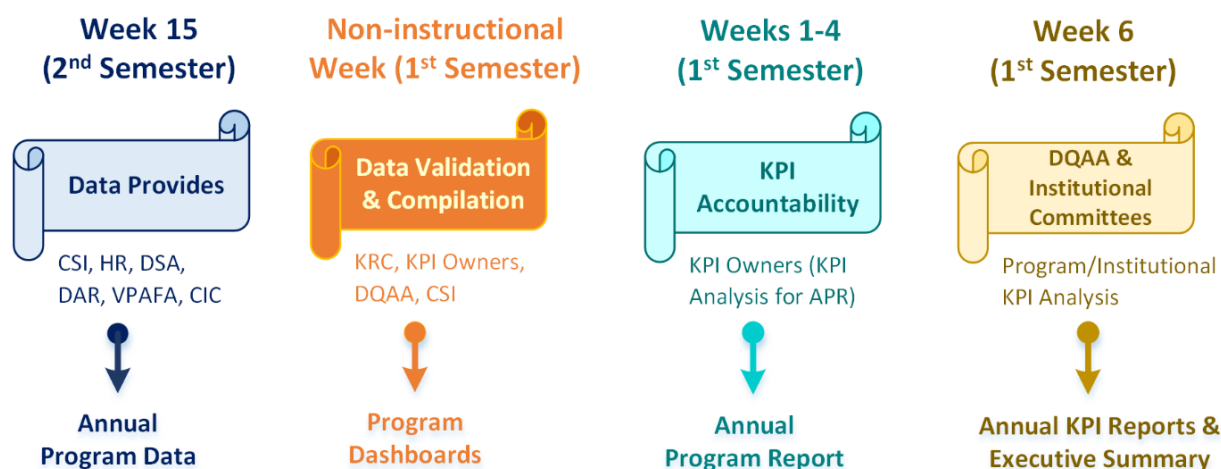
- For External Benchmarks, the institution and each program and should identify and apply two external benchmarks:
  - Competitive - Local/National/Regional - of similar size, type of institution, offered programs and degrees, research productivity, staffing levels, and enrolments.
  - Aspirational (optional) - International: This allows for a form of benchmarking in terms of university's mission strategically to be envisioned by Saudi Vision 2030.
- At least 50% of the total KPIs required by the program or institution must be derived from external benchmarks.
- The KPIs will be reported on an annual basis, with subsequent actions determined accordingly. A sample KPI analysis template is included in Appendix 2. A schedule of institutional and program level is provided in Appendix 3 through Appendix 5.
- All KPIs and data source should be obtained from the Center for Statistics & Information (CSI). Timeline for Data Collection and Analysis is shown in Appendix 6.

## Monitoring and Implementation

Given the significance of KPIs, FBSU should conduct KPI analysis regularly for its quality assurance enhancement and continuous improvement endeavors.

The KPI monitoring process is a continuous process.

The information presented below outlines data availability, validity, and analysis, along with a specified timeline (Refer to the FBSU KPI Framework, see Figure 1).



**Figure 1: FBSU KPI Monitoring and Governance Process**

**Appendices:**

The appendices for Fahad Bin Sultan University (FBSU) Benchmarking and KPI Policy are:

- Appendix 1:** Institutional KPIs and Risk Management Committee, and its Roles & Responsibilities
- Appendix 2:** A Sample of KPIs Analysis Template
- Appendix 3:** A Schedule of Institutional Level KPIs
- Appendix 4:** A Schedule of Bachelor Program Level KPIs
- Appendix 5:** A Schedule of Postgraduate Program Level KPIs
- Appendix 6:** Timeline for Data Collection and Analysis

**Approval and Revision**

The policy is endorsed and fully supported and approved by the Colleges councils and the University Council.

**Related Documents**

For Related Policies Please see the following documents:

1. Policy on faculty Code of Conduct
2. Academic Integrity Policy

## **Appendix 1: The Institutional KPI and Risk Management Committee (IKRMC) Committee, and its Roles & Responsibilities**

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### **Membership:**

Vice President for Administrative and Financial Affairs (VPAFA), Vice President for Academic Affairs (VPAA), Chair of the Institutional Financial and Risk Management Committee (IFRMC), Chair of the Institutional Technology and Quality Committee (ITQC), Chair of the Institutional Strategic Planning Committee (ISPC), and an administrative faculty member and a head of administrative units to be appointed by the President.

**Report to:** The President.

### **Role and Responsibilities:**

The committee 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.
- Ensure that the FBSU's based KPIs are continuously monitored by all the concerned colleges, departments, centers and the Institution at large.
- Assist all the colleges, departments, centers and the Institution at large in benchmarking with other comparable and reputable institutions.
- Coordinate with the Institutional Technology and Quality Committee (ITQC) in ensuring all risks are identified in the quality improvement and information technology plan.
- Coordinate with the Institutional Strategic Planning Committee (ISPC) in ensuring all risks are identified in the strategic plans and action plans.
- Coordinate with the Institutional Financial Risks and Management Committee (IFRMC) in ensuring all risks are identified in planning and quality assurance.
- Study any related tasks, issues and problems and provide recommendations of the best solutions or alternative course of actions to the concerned colleges, deanships, departments, centers, units and/or offices to be submitted to the Chair of IKRMC.

## Appendix 2: Sample of KPI analysis template

List the results of the program key performance indicators (including the key performance indicators required by the National Center for Academic Accreditation and evaluation)

If the Recent reporting year of Annual Program Report or KPI Analysis is AY 2023-2024

KPI No	KPI	Target Benchmark	Actual Performance	Internal Benchmark	External Benchmark	Analysis	New Target Benchmark
		2023-24	2023-24	2023-24	2023-24		2024-25
KPI-I-01							
KPI-I-02							
KPI-I-20							

### Appendix 3: A Schedule of Institutional Level KPIs

Standard	Code	Key Performance Indicators	Description
<b>-1- Mission, Vision, and Strategic Planning</b>	KPI-I-01	Percentage of achieved indicators of the institution strategic plan objectives	Percentage of performance indicators of the strategic plan objectives of the institution that achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year.
<b>-3- Teaching and Learning</b>	KPI-I-02	Students' evaluation of quality of learning experience in the programs*	Average of overall rating of final year students for the quality of learning experience in the programs on a five- point scale in an annual survey.
	KPI-I-03	Graduates' employability and enrolment in postgraduate programs*	Percentage of graduates from undergraduate programs who within a year of graduation were: a. employed. b. enrolled in postgraduate programs. during the first year of their graduation to the total number of graduates in the same year.
	KPI-I-04	Graduation rate for Undergraduate Students in the specified period*	Percentage of undergraduate students who completed the programs during the specified period in each cohort.
	KPI-I-05	Satisfaction of beneficiaries with learning resources*	Average of beneficiaries' satisfaction rate with learning resources on a five- point scale in an annual survey in terms of: a. Their adequacy and diversity (references, journals, databases... etc.) b. The support services provided for their utilization.
	KPI-I-06	Employers' evaluation of the institution graduate's proficiency*	Average of overall rating of employers for the proficiency of the institution graduates (By NQF domains) on a five- point scale in an annual survey.
<b>-4- Students</b>	KPI-I-07	Students' satisfaction with the offered services*	Average of students' satisfaction rate with the various services offered by the institution (restaurants, transport, sports facilities, academic advising,...) on a five-point scale in an annual survey.
<b>-5- Faculty and Staff</b>	KPI-I-08	Ratio of students to teaching staff*	Ratio of the total number of students to the total number of full-time or full- time equivalent teaching staff - for the institution as a whole and for each program separately.
	KPI-I-09	Proportion of faculty members with doctoral qualifications*	Percentage of faculty members with verified doctoral qualifications to the total number of teaching staff.
	KPI-I-10	Proportion of teaching staff leaving the institution*	Percentage of teaching staff leaving the institution annually for reasons other than age retirement to the total number of teaching staff.
<b>-6- Institutional Resources</b>	KPI-I-11	Percentage of self-income of the institution	Percentage of self-income of the institution to the total income of the institution.
	KPI-I-12	Satisfaction of beneficiaries with	Average of beneficiaries' satisfaction rate with technical services...) on a



Standard	Code	Key Performance Indicators	Description
		technical services*	five- point scale in an annual survey in terms of: a. Suitability. b. Safety and confidentiality. c. Availability and ease of access. d. Maintenance and support services.
<b>-7- Scientific Research and Innovation</b>	KPI-I-13	Percentage of publications of faculty members*	Percentage of full-time faculty members who published at least one research during the year to total faculty members in the institution.
	KPI-I-14	Rate of published research per faculty member*	The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full- time or equivalent faculty members during the year).
	KPI-I-15	Citations rate in refereed journals per faculty member	The average number of citations in refereed journals from published research per faculty member in the institution (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published).
	KPI-I-16	Number of patents, innovations, and awards of excellence	Number of: a. Patents and innovations b. Awards of excellence obtained by the institution's staff annually at the national/ regional/ international level.
	KPI-I-17	Proportion of the research budget	Proportion of the budget dedicated to research by: a. Proportion of the budget dedicated to research to the total budget of the institution. b. Proportion of research external funding to the total budget of research during year.
<b>-8- Community Partnership</b>	KPI-I-18	Satisfaction of beneficiaries with the community services	Average of beneficiaries' satisfaction rate with the community services provided by the institution on a five-point scale in an annual survey.
	KPI-I-19	Percentage of faculty members and students participating in community activities*	The percentage of faculty/students who participated in community service activities to the total faculty/students in the institution.
<b>-2- Governance, Leadership, and Management</b>	KPI-I-20	Proportion of accredited programs	Proportion of programs with valid accreditation from approved accrediting bodies to the total number of programs in the institution.

\* **Measurement levels:** Institution, branches (if any), specializations (health, engineering, computer science, scientific, administrative, humanities, Arabic language, and Islamic studies, etc.), gender (male, female)

### Appendix 4: A schedule of program level KPIs (Bachelor Degree)

Standard	Code	Key Performance Indicators	Description
<b>-2- Teaching and Learning</b>	<b>KPI-P-01</b>	<b>Students' Evaluation of Quality of learning experience in the Program</b>	Average of the overall rating of final year students of the quality of learning experience in the program, satisfaction with the various services offered by the program (restaurants, transport, sports facilities, academic, vocational, psychological guidance...), student satisfaction with the adequacy and diversity of learning sources (references, periodicals, information databases... etc.) on a five-point scale in an annual survey.
	<b>KPI-P-02</b>	<b>Students' evaluation of the quality of the courses</b>	Average of students' overall rating for the quality of courses on a five-point scale in an annual survey.
	<b>KPI-P-03</b>	<b>Completion rate</b>	The proportion of undergraduate students who completed the program in minimum time in each cohort.
	<b>KPI-P-04</b>	<b>First-year students retention rate</b>	Percentage of first-year undergraduate students who continue at the program the next year to the total number of first-year students in the same year.
	<b>KPI-P-05</b>	<b>Students' performance in the professional and/or national examinations</b>	Percentage of students or graduates who were successful in the professional and/or national examinations, or their score average and median (if any)
	<b>KPI-P-06</b>	<b>Graduates' employability and enrolment in postgraduate programs</b>	Percentage of graduates from the program who within a year of graduation were: <ul style="list-style-type: none"> <li>a. employed within 12 months,</li> <li>b. enrolled in postgraduate programs</li> </ul> during the first year of their graduation to the total number of graduates in the same year.
	<b>KPI-P-07</b>	<b>Employers' evaluation of the program graduates proficiency</b>	Average of the overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey.
<b>-4- Teaching Staff</b>	<b>KPI-P-8</b>	<b>Ratio of students to teaching staff</b>	Ratio of the total number of students to the total number of full-time and full-time equivalent teaching staff in the program
	<b>KPI-P-9</b>	<b>Percentage of publications of faculty members</b>	Percentage of full-time faculty members who published at least one research paper during the year to total faculty members in the program.
	<b>KPI-P-10</b>	<b>Rate of published research per faculty member</b>	The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).
	<b>KPI-P-11</b>	<b>Citations rate in refereed journals per faculty member</b>	The average number of citations in refereed journals from published research per faculty member in the program (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published).

### Appendix 5: A Schedule of Program Level KPIs (Postgraduate Programs)

Standard	Code	Key Performance Indicators	Description
<b>-2- TEACHING AND LEARNING</b>	<b>KPI-PG-1</b>	<b>Students' Evaluation of Quality of learning experience in the Program</b>	Average of overall rating of final year students for the quality of learning experience in the program.
	<b>KPI-PG-2</b>	<b>Students' evaluation of the quality of the courses</b>	Average students' overall rating of the quality of courses in an annual survey.
	<b>KPI-PG-3</b>	<b>Students' evaluation of the quality of academic supervision</b>	Average students' overall rating of the quality of scientific supervision in an annual survey.
	<b>KPI-PG-4</b>	<b>Average time for students' graduation</b>	Average time (in semesters) spent by students to graduate from the program.
	<b>KPI-PG-5</b>	<b>Rate of students dropping out of the program</b>	Percentage of students who did not complete the program to the total number of students in the same cohort.
	<b>KPI-PG-6</b>	<b>Employers' evaluation of the program graduates' competency</b>	Average of the overall rating of employers for the competency of the program graduates in an annual survey.
<b>-3- STUDENTS</b>	<b>KPI-PG-7</b>	<b>Students' satisfaction with services provided</b>	Average of students' satisfaction rate with the various services provided by the program (food, transportation, sports facilities, academic advising, ...) on a five- point scale in an annual survey.
<b>-4- FACULTY MEMBERS</b>	<b>KPI-PG-8</b>	<b>Ratio of students to faculty members</b>	The ratio of the total number of students to the total number of full-time and full-time equivalent faculty members participating in the program.
<b>-6- RESEARCH AND PROJECTS</b>	<b>KPI-PG-9</b>	<b>Percentage of publications of faculty members</b>	Percentage of faculty members participating in the program with at least one research publication during the year to total faculty members in the program.
	<b>KPI-PG-10</b>	<b>Rate of published research per faculty member</b>	The average number of refereed and/or published research per each faculty member participating in the program during the year. (Total number of refereed and/or published research to the total number of faculty members during the year)
	<b>KPI-PG-11</b>	<b>Citations rate in refereed journals per faculty member</b>	The average number of citations in refereed journals from published research (total number of citations in refereed journals from published research for faculty members to the total published research).
	<b>KPI-PG-12</b>	<b>Percentage of students' publication</b>	Percentage of students who: a. published their research in refereed journals. b. presented papers at conferences. to the total number of students in the program during the year.
	<b>KPI-PG-13</b>	<b>Number of patents, innovative products, and awards of excellence</b>	Number of: a. Patents and innovative products b. National and international excellence awards obtained annually by the students and staff of the program.

### Appendix 6: Timeline for Data Collection and Analysis

#	Data Description	Definitions	Responsible Entity	Start Collection Date	End Collection Date	Date for submitting computed Data
1	Course Evaluation Survey (CES)	This survey is administered by DAR among the students for every course offered in an academic semester.	CSI (controlled by the e-register system. The students cannot see their grades before filling the CES questionnaire.	Week 14 of every semester	Week 17 of every semester	First week of the following Semester
2	Mid-way Survey (Student Experience Survey)	This survey is administered by DAR among the first semester Junior students.	CSI (controlled by the Course Registration Process in the e-register system)	Pre-registration week of the 2 <sup>nd</sup> semester	Week 17 of 2 <sup>nd</sup> Semester	First week of the summer Semester
3	Program Exit Survey	This survey is administered by CSI among the graduating/final semester students to receive their feedback about the quality of teaching and learning in their program as well as the supporting services.	CSI (supported by the Department COOP Office, Department COOP Coordinator)	Week 10 of 2 <sup>nd</sup> Semester	Week 17 of 2 <sup>nd</sup> Semester	First week of the summer Semester
4	Alumni Survey	This survey is administered by the CSI among the students who have graduated in the previous year e.g. Alumni Survey of AY 2023-2024 will be administered among graduates of academic terms 181,182 and 183.	CSI (supported by the DSA and the respective departments)	Week 7 of 2 <sup>nd</sup> Semester	Week 17 of 2 <sup>nd</sup> Semester	First week of the summer Semester
5	Employer Survey	This survey is administered by the CSI among the employers in various discipline who have hired FBSU graduates in past 2 academic years.	CSI (supported by the DSA and the respective departments)	Week 7 of 2 <sup>nd</sup> Semester	Week 17 of 2 <sup>nd</sup> Semester	First week of the summer Semester
6	Faculty Satisfaction Survey	This survey is administered by CSI among the faculty members of FBSU. The results are obtained program-wise as well campus-wise in each program in addition to that of institutional level.	CSI	Week 10 of 2 <sup>nd</sup> Semester	Week 17 of 2 <sup>nd</sup> Semester	First week of the summer Semester
7	Admin Satisfaction Survey	This survey is administered by CSI among the administrative staff of FBSU. The results are obtained for each administrative office/center as well campus-wise in each office/center in addition to that of institutional level.	CSI	Week 10 of 2 <sup>nd</sup> Semester	Week 17 of 2 <sup>nd</sup> Semester	First week of the summer Semester

#	Data Description	Definitions	Responsible Entity	Start Collection Date	End Collection Date	Date for submitting computed Data
8	Cohort Data	Cohort statistics are available on SIS Portal, which can be accessed by CSI for computing a few Program and institutional KPIs.	CSI (Supported by the Deanship of Admission and Registration, & Academic Departments)	After the final exams of 2 <sup>nd</sup> Semester		Beginning of following 1 <sup>st</sup> semester
9	Course Completion Data	This is an Excel or pdf file that can be downloaded by the department chair after the course results are announced via e-register system.	Program Chairperson	After the Final Exam (At the end of the semester)		
10	Professional Development Statistics	PD statistics are available on Faculty Portal, which can be accessed by CSI for computing a few Program and institutional KPIs.	CSI (Supported by Teaching and Learning Center, & Academic Departments)	Throughout the year	Week 10 of 2 <sup>nd</sup> Semester	First week of the summer Semester
11	Research Statistics	Research statistics are available on Faculty Portal, which can be accessed by CSI for computing a few Program and institutional KPIs.	CSI (Supported by the Research and Initiative Center, & Academic Departments)	Throughout the year	Week 10 of 2 <sup>nd</sup> Semester	First week of the summer Semester
12	Community Service Statistics	CS statistics are available on Faculty Portal, which can be accessed by CSI for computing a few Program and institutional KPIs.	CSI (Supported by Teaching & Learning Center, the Consultative Center for Studies & Community Service, & Academic Departments)	Throughout the year	Week 10 of 2 <sup>nd</sup> Semester	First week of the summer Semester
14	KPI Results	NCAAA KPIs are computed by CSI at the program and institutional level after receiving all data obtained.	CSI	May	End of Summer	Beginning of 1 <sup>st</sup> semester