



KSU – QMS HANDBOOK 2
SID (STATISTICS, INFORMATION
AND DOCUMENTS) SYSTEM
(3RD EDITION FOR PRACTITIONERS,
APRIL 2012)

KING SAUD UNIVERSITY
QUALITY MANAGEMENT SYSTEM

KINGDOM OF SAUDI ARABIA
MINISTRY OF HIGHER EDUCATION
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Executive Summary

The KSU – QMS Manual consists of two handbooks. While the first handbook of the KSU – QMS describe in details of the overall KSU – QMS approach, framework and its mechanisms, the KSU – QMS Handbook 2 (Practitioner, 3rd Edition, April 2012) concentrates of the evidenced-based approach used in the KSU – QMS. The second handbook describes the SID (Statistics, Information and Documents) System that has been established as part of the evidenced based approach underlying the mechanisms that is used to collate, collect, compute, disseminate and use the Statistics, Information and Documents to support the audit and assessment of the institution, college or programs.

The handbook itself is divided into 3 chapters as follows:

- **Chapter 1** - This chapter will discuss the evidenced-based approach in quality management, the SID itself, and the key processes flows of the SID supported with a checklist as the minimum requirement of the SID.
- **Chapter 2** - This chapter will discuss in details the components of Statistics, Information and Documents and identify the quantitative and qualitative KPI (Key Performance Indicators) of the KSU – QMS. It also provide an explanation of the KPI processing environment, KPI data requirement or parameters needed for the qualitative KPI, KPI formulae computation and what needs to be addressed in the analysis of the KPI.
- **Chapter 3** - Detailed description of each of the KPI for the 11 Standards. The key areas covered are the KPI processing environment, KPI data requirement or parameters needed for the qualitative KPI, KPI formulae computation and the determination of the performance Level (Le).

It is hoped that this second handbook is used to bring about a better support and evidenced-based system towards quality management by the institution, college or programs.

Thank you.

King Saud University
Vice - Rectorate for Development and Quality
Deanship of Quality

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Chapter 1 SID (Statistics, Information and Documents) System

1.1 Introduction

One of the corner stone of the core values of the KSU – QMS is built on the principle that quality is based on “Management through measurement and by facts” which is evidence based. These Efforts to improve quality need to be measured to demonstrate “whether improvement efforts (1) lead to change in the primary end point in the desired direction, (2) contribute to unintended results in different parts of the system, and (3) require additional efforts to bring a process back into acceptable ranges” (Varkey, et.al., 2007). Contemporary managers in most types of organization are heavily swayed in their thinking and decisions by habit, fads, convention and unrealistic levels of confidence (Pfeffer & Sutton, 2006). Management especially education provider management should rethink their approaches to data and knowledge in order to make more effective decisions. It means making decisions based on best obtainable evidence, that is, scientific findings and unbiased organizational facts. These decisions rely on decision processes that reduce bias and judgment errors and give due consideration to ethical concerns. Decisions are made after reviewing information from repeated rigorous data gathering instead of relying on heuristics, imaginations or intuitions.

Some of the main education decisions to be made by the management of the institution, a college or programs could include:

- The intended strategic direction of the institution, a college or a program, its mission, strategic goals, objectives and measures of accomplishment and achievements;
- The performance of the intended goals of the institution, a college or a program and what strategic challenges, strengths and opportunities for improvements through its internal quality system to identify “gaps” for improvements, monitoring and assessment;
- The intended outcomes of the competent student and graduate as envisaged by the institution, a college or a program, its performance assessment system and the use of the results of the assessment for further improvements;
- The creation and delivery of intended educational values created and delivered that meets minimum national or international requirements and the needs of the stakeholders;
- The educational processes, policies and procedures that need to be developed, maintained and sustained for continuous improvements;
- The support infrastructures and service support need to create a supportive and conducive learning environment that enhances teaching, learning, research and societal contributions.
- The quality of the human resources that can contribute to the success and further development of the institution, a college or a program or administrative units leading to the development of a qualified and competent student who can contribute constructively and positively to the wellbeing and success of society.

As such, the imperative is that quality management and decisions pertaining to quality improvements and continuous improvements should be supported and informed by facts or measurements in the form of statistics or performance indicators. As part of the KSU – QMS initiative to support quality management, the SID (Statistics, Information and Documents) system, a core part of the evidenced based decision support making mechanism, has been established.

1.2 SID (Statistics, Information and Documents) system

To enhance the efforts for quality assurance, a key part of the KSU – QMS is to identify the key evidence that could be used to substantiate and support the accomplishment and achievement of certain quality actions that had been planned, implemented, monitored for accomplishment and measured for achievements. Key components of evidence can include:

- The “statistics” which is taken to be the collation, collection, organization, and interpretation of numerical data, especially the analysis of from a population sample and inference from the data sampling. It deals with all aspects of this, including the planning of data collection in terms of the design of surveys and experiments (Dodge, 2003). As such, the term “statistics” as used here is inclusive of the performance indicators which can be quantitative based on a formulae computation or just numerical representation over a period of time or time-series or the derived means average of the sampling of a population through a valid survey instrument.
- The type of “information” that can be recorded verbally or in written form in a meeting that serves as documented evidence of a process arriving at an action or decision made within the agreed upon organization structure. It can also be a set of facts derived from documented and verified secondary data from academically accepted sources like research or documented facts that conform to internationally accepted practices.
- The “documents” which have been researched into or justified by scientific methods or analysis, accepted as a valid and approved set of written documents by the management through a rigorous process. Such documents are inclusive of the strategic plan, a manual, SOP (Standard Operating Procedures), budget, projects or proposals, or action plans but not delimited to such.

The aims of the SID system are to:

- Provide a system to collate, collect, organize, compute and disseminate key statistics, information and documents to the user in developing a self-study;
- Provide a system of processed statistics, information and documents that have been scientifically organized, processed or computed to support actions and decision through an appropriate and scientific analytical methodology;
- Provide an evidence-based mechanism that supports the enhancement of the quality practices and performance in the institution, a college or a program in the education management of its creation and delivery of educational values.

Figure 1.1 provides a master flow of the key steps in the use of the SID system for the support and enhancement of the quality practices and processes of the institution, a college or a program. Since there are many ways and methodology that can be used to provide the necessary statistics, information and documents, the following figures provide a generic approach used in the KSU – QMS. Since there are also many types and nature of statistics, information and documents that can be produced to support quality practices and processes and its measurements, the checklist of SID (Table 1.1) is not exhaustive, but is only designed as some of the minimal and types of evidence that can be produced by the institution, a college or a program as part of its evidence based approach towards quality management.

Table 1.1 of the checklist of proposed evidence is based on the 58 Process-based Criteria and 11 set of Results-based Criteria, organized within the 11 Standards of the KSU – QMS. It is also classified into institutional and college or programs grouping. This proposed set of evidence is neither conclusive nor exhaustive, but only serves as a checklist to meet the minimum requirements of a typical audit and assessment exercise.

Figure 1.1 Master flow of SID (Statistics, Information and Documents)

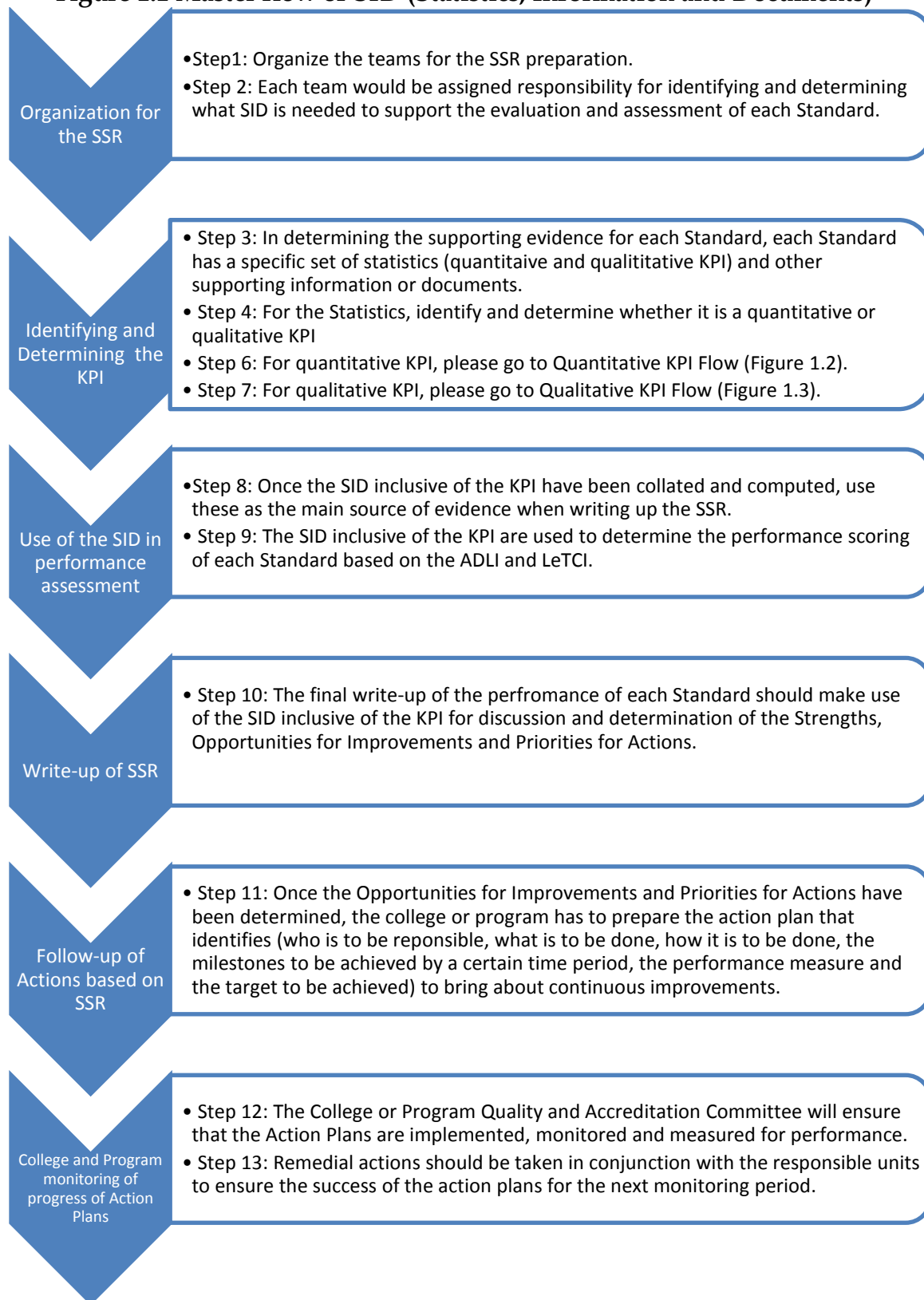


Table 1.1 Checklist of context and content of a typical SID

ORGANIZATIONAL PROFILE	
Institution	College or Program
SID I - A: Institution Charter, Institution Organization or Authority Chart	SID C - A: College Charter, College Organization or Authority Chart
SID I - B: Institution Catalog	SID C - B: College or Program Catalog
SID I - C: Institution Organizational Profile (Historical to present standing)	SID C - C: College or Program Organizational Profile
SID I - D: Institutional Statistics	SID C - D: Collegial or Program Statistics
SID I - D1: Intuitional Characteristics - Number of Colleges and Programs, Faculty/Staff/Students Profile, Learning resources and facilities profile	SID C - D1: College Characteristics - Number of Departments, Faculty/Staff/Students Profile, Learning resources and facilities profile
SID I - D2: Institutional Faculty Statistics: Ratio of Instructor : Assistant Prof. : Associate Prof. : Professor by College, Department, by Local Vs. Expat, by Highest Degree attainment, by Geographic Distribution	SID C - D2: College Faculty Statistics: Ratio of Instructor : Assistant Prof. : Associate Prof. : Professor by Department, by Local Vs. Expat, by Highest Degree attainment, by Geographic Distribution
SID I - D3: Institutional Staff Statistics: Number of staff by Department, by Local Vs. Expat, by Highest Degree attainment, by Geographic Distribution	SID C - D3: College Staff Statistics: Number of staff by Department, by Local Vs. Expat, by Highest Degree attainment, by Geographic Distribution
SID I - D4: Institutional Students Statistics: Number of Students by College and Department, by Local Vs. Expat, by year of program, by Geographic Distribution, enrolment rate by year (1 st year to 5 th year), retirement and probation rate by year (1 st year to 5 th year), retention rate by year (1 st year to 5 th year)	SID C - D4: College Students Statistics: Number of Students by College and Department, by Local Vs. Expat, by year of program, by Geographic Distribution, enrolment rate by year (1 st year to 5 th year), retirement and probation rate by year (1 st year to 5 th year), retention rate by year (1 st year to 5 th year)
SID I - D5: Institution Learning Resources Statistics: Number and Types of Learning resource availability, utilization rate by faculty, staff and students	SID C - D5: College Learning Resources Statistics: Number and Types of Learning resource availability, utilization rate by faculty, staff and students

STANDARD 1: MISSION, GOALS AND OBJECTIVES

Institution	College or Program
SID I - 1.1: Institution Strategic Plan and Action Plans	SID C - 1.1: College Strategic Plan and Action Plans
SID I - 1.2: Statements of Institutional Vision, Mission, Values, Goals	SID C - 1.2: Statements of College Vision, Mission, Values, Goals

STANDARD 2: GOVERNANCE AND ADMINISTRATION

Institution	College or Program
SID I - 2.1: Institution By-law: Provide the institution by-laws or basic documents demonstrating the institution legal responsibility and accountability, codes of professional and academic conduct of the faculty and students	SID C - 2.1: College By-law: Provide the institution by-laws or basic documents demonstrating the college legal responsibility and accountability, codes of professional and academic conduct of the faculty and students
SID I - 2.2: Institutional Governing Board: Provide documentation of the structure, authority, and autonomy of the Institution Governing Board, its internal and external composition, policies and procedures and guiding principles of the Governing Board and Committees that are enshrined in its codes of practices and manual and minutes governing its governing and regulatory practices in reviewing institutional academic and administrative policies.	SID C - 2.2: College Governing Board: Provide documentation of the structure, authority, and autonomy of the college Governing Board, its internal and external composition, policies and procedures and guiding principles of the Governing Board and Committees that are enshrined in its codes of practices and manual and minutes governing its governing and regulatory practices in reviewing college academic and administrative policies.
SID I - 2.3: Institution Governing Board Member: Provide a list of the internal and external representation of the Institution Board Members including their name,	SID C - 2.3: College Governing Board Member: Provide a list of the internal and external representation of the Board Members including their name, designation, affiliation and

designation, affiliation and occupation, and compensation.	occupation, and compensation
SID I - 2.4: Institution Administrative Committee and Members: Provide a list of the internal and external representation of the various Institution Administrative Committees and its members including their name, designation, affiliation and occupation, and compensation to oversee the various key institutional administrative polices.	SID C - 2.4: College Administrative Committee and Members: Provide a list of the internal and external representation of the various College Administrative Committees and its members including their name, designation, affiliation and occupation, and compensation to oversee the various key collegial administrative polices.

STANDARD 3: MANAGEMENT OF QUALITY ASSURANCE AND IMPROVEMENT

Institution	College or Program
SID I - 3.1: Institution Quality Management System: Provide documentation and evidence of the existence of the institution internal quality management system addressing its internal audit and assessment needs and requirements and assuring its institutional quality assessment and assurance practices.	SID C - 3.1: College Quality Management System: Provide documentation and evidence of the existence of the college internal quality management system addressing its internal audit and assessment needs and requirements and assuring its college quality assessment and assurance practices.
SID I - 3.1: Institution Quality Plan: Provide documentation and evidence of the existence of the institution quality plan addressing its strive for continuous improvements of its IQA assuring its institutional quality assessment and assurance practices.	SID C - 3.1: College Quality Plan: Provide documentation and evidence of the existence of the college quality plan addressing its strive for continuous improvements of its IQA assuring its institutional quality assessment and assurance practices.

STANDARD 4 LEARNING AND TEACHING

Institution	College or Program
SID I - 4.1: Institution Oversight of Quality Teaching and Learning: Provide documentation and evidence of the existence of the institution bodies and committees, policies and procedures or systems and mechanisms applied in overseeing the quality of teaching and learning assuring its institutional quality teaching and learning assessment and assurance practices.	SID C - 4.1: College Oversight of Quality Teaching and Learning: Provide documentation and evidence of the existence of the college bodies and committees, policies and procedures or systems and mechanisms applied in overseeing the quality of teaching and learning assuring its college quality teaching and learning assessment and assurance practices.
SID I - 4.2: Institution Student Learning Outcomes: Provide documentation and evidence of the existence that the college's student learning outcomes conform to the institutional strategic directions and meeting the minimum NCAAA National qualification Framework assuring its institutional quality teaching and learning assessment and assurance practices.	SID C - 4.2: College Student Learning Outcomes: Provide documentation and evidence of the existence that the college's and the department's student learning outcomes conform to the institutional and college strategic directions and meeting the minimum NCAAA National qualification Framework at the program and subject level assuring its institutional quality teaching and learning assessment and assurance practices.
SID I - 4.3: Institution Oversight of Program development, evaluation and review process: Provide documentation and evidence of the existence of the institution bodies and committees, policies and procedures or systems and mechanisms applied in overseeing the quality of the systematic program development, evaluation and review processes and procedures assuring its institutional quality teaching and learning assessment and assurance practices.	SID C - 4.3: College Oversight of Program development, evaluation and review process: Provide documentation and evidence of the existence of the college bodies and committees, policies and procedures or systems and mechanisms applied in overseeing the quality of the systematic program development, evaluation and review processes and procedures assuring its college quality teaching and learning assessment and assurance practices.
SID I - 4.4: Institution Student Learning Outcomes: Provide documentation and evidence of the existence of an implemented, systematic and sustained process that the college's student learning outcomes conform to the institutional strategic directions and meeting the	SID C - 4.4: College Student Learning Outcomes: Provide documentation and evidence of the existence of an implemented, systematic and sustained process that the college's and the department's student learning outcomes

minimum NCAAA National qualification Framework assuring its institutional quality teaching and learning assessment and assurance practices.	conform to the institutional and college strategic directions and meeting the minimum NCAAA National qualification Framework at the program and subject level assuring its college quality teaching and learning assessment and assurance practices.
SID I - 4.5: Institution Oversight of Quality of teaching and teaching staffs, Support for Improvements processes: Provide documentation and evidence of the existence of the institution bodies and committees, policies and procedures or systems and mechanisms applied in overseeing the quality of the teaching, qualifications of the teaching staffs and processes and procedures for the support of the development and improvements of teaching and learning practices and teaching staffs assuring its institutional quality teaching and learning assessment and assurance practices.	SID C - 4.5: College Oversight of Quality of teaching and teaching staffs, Support for Improvements processes: Provide documentation and evidence of the existence of the college bodies and committees, policies and procedures or systems and mechanisms applied in overseeing the quality of the teaching, qualifications of the teaching staffs and processes and procedures for the support of the development and improvements of teaching and learning practices and teaching staffs assuring its college quality teaching and learning assessment and assurance practices.
SID I - 4.6: Institution education assistance and field experience: Provide documentation and evidence of the existence that there is an implemented, systematic and sustained education assistance and field experience for the students assuring its institutional quality teaching and learning assessment and assurance practices.	SID C - 4.6: College education assistance and field experience: Provide documentation and evidence of the existence that there is implemented, systematic and sustained education assistance and field experience for the students assuring its college quality teaching and learning assessment and assurance practices.
SID I - 4.7: Institution Oversight of Student Assessment for Improvements processes: Provide documentation and evidence of the existence of the institution committees, policies and procedures or systems and mechanisms applied in overseeing the student assessment of the institution teaching and learning practices affecting the development and improvements of teaching and learning practices and teaching staffs assuring its institutional quality teaching and learning assessment and assurance practices.	SID C - 4.7: College Oversight of Student Assessment for Improvements processes: Provide documentation and evidence of the existence of the college committees, policies and procedures or systems and mechanisms applied in overseeing the student assessment of the college teaching and learning practices affecting the development and improvements of teaching and learning practices and teaching staffs assuring its college quality teaching and learning assessment and assurance practices.
SID I - 4.8: Institution partnership arrangement with other institutions: Provide documentation and evidence of the existence that there is an implemented, systematic and sustained development of institutional partnerships with other institutions that can assist in assuring its institutional quality teaching and learning assessment and assurance practices.	SID C - 4.8: College partnership arrangement with other institutions: Provide documentation and evidence of the existence that there is an implemented, systematic and sustained development of college partnerships with other institutions that can assist in assuring its college quality teaching and learning assessment and assurance practices.

STANDARD 5: SUPPORT FOR STUDENT LEARNING

Institution	College or Program
SID I - 5.1: Institution Admission and registration System: Provide documentation and evidence of the existence of the policies, procedures and practices or systems and mechanisms applied in the students admission, registration, and payment requirements assuring its institutional quality admission system assessment and assurance practices. Provide also the admissions and actual enrolment profile and the retention and graduation rate and the enrolment projections of the future for the institution and colleges. (Separate them into specific tables of the different type of profiles)	SID C - 5.1: College Admission and registration System: Provide documentation and evidence of the existence of the policies and procedures or systems and mechanisms applied in the students' admission, registration, and payment requirements assuring its college quality admission system assessment and assurance practices. Provide also the admissions and actual enrolment profile and the retention and graduation rate and the enrolment projections of the future for the college and departments. (Separate them into specific tables of the different type of profiles)

<p>SID I - 5.2: Institution Student Records and Management System: Provide documentation and evidence of the existence that the institution has an efficient and effective students' records system and student management system of its codes of conduct and appeal system assuring its institutional quality teaching and learning assessment and assurance practices.</p>	<p>SID C - 5.2: College Student Records and Management System: Provide documentation and evidence of the existence that the institution has an efficient and effective students' records system and student management system of its codes of conduct and appeal system assuring its college quality teaching and learning assessment and assurance practices.</p>
<p>SID I - 5.3: Institution Student and Services Handbook: Provide evidence of a Student Handbook on the students detailing the students' code of conducts, appeal system, developmental and counseling system and comprehensive students' services including academic and financial and housing and practices in the institution and the colleges. Evidence of the planning and assessment must be provided to ensure its quality service offerings.</p>	<p>SID C - 5.3: College Student and Services Handbook: Provide evidence of a Student Handbook on the students detailing the students' code of conducts, appeal system, developmental and counseling system and comprehensive students' services including academic and financial and housing and practices in the college and departments. Evidence of the planning and assessment must be provided to ensure its quality service offerings.</p>

STANDARD 6: LEARNING RESOURCES

Institution	College or Program
<p>SID I - 6.1: Institution Learning Resources Plan and System: Provide documentation and evidence of the existence of the institution learning resource plan detailing the quantity and quality of the learning resources needs and requirements, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation assuring its institutional quality learning resources system assessment and assurance practices.</p>	<p>SID C - 6.1: College Learning Resources Plan and System: Provide documentation and evidence of the existence of the institution learning resource plan detailing the quantity and quality of the learning resources needs and requirements, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation assuring its institutional quality learning resources system assessment and assurance practices.</p>
<p>SID I - 6.2: Institution Learning Resources Organization and support Management System: Provide documentation and evidence of the existence that the institution has an efficient and effective institution learning resources organization and support management system assuring its institutional learning resources management assessment and assurance practices.</p>	<p>SID C - 6.2: College Learning Resources Organization and support Management System: Provide documentation and evidence of the existence that the college has an efficient and effective college learning resources organization and support management system assuring its college learning resources management assessment and assurance practices.</p>

STANDARD 7 FACILITIES AND EQUIPMENT

Institution	College or Program
<p>SID I - 7.1: Institution Facilities and Equipment Plan: Provide documentation and evidence of the existence of the institution facilities and equipment plan detailing the quantity and quality of the facilities and equipment needs and requirements, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation assuring its institutional quality facilities and equipment system assessment and assurance practices.</p>	<p>SID C - 7.1: College Facilities and Equipment Plan: Provide documentation and evidence of the existence of the college facilities and equipment plan detailing the quantity and quality of the college facilities and equipment needs and requirements, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation assuring its quality college facilities and equipment system assessment and assurance practices.</p>
<p>SID I - 7.2: Institution Facilities and Equipment Organization and support Management System: Provide documentation and evidence of the existence that the institution has an efficient and effective institution facilities and equipment organization and support management system covering the management and administration of the overall facilities and</p>	<p>SID C - 7.2: College Facilities and Equipment Organization and support Management System: Provide documentation and evidence of the existence that the college has an efficient and effective college facilities and equipment organization and support management system management and administration of the overall facilities and equipment including the ICT and student housing assuring its college</p>

equipment including the ICT and student housing assuring its institutional facilities and equipment management assessment and assurance practices.

facilities and equipment management assessment and assurance practices.

STANDARD 8 FINANCIAL PLANNING AND MANAGEMENT

Institution	College or Program
SID I - 8.1: Institution Financial and Budgeting Plans	SID C - 8.1: College Financial and Budgeting Plans
SID I - 8.2: Institution Financial and Budgeting Management System: Provide documentation and evidence of the existence of the institution financial and budgeting management and administration systems detailing financial needs and requirements of the colleges and administrative units, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation of the institution financial management assuring its institutional quality financial management system assessment and assurance practices.	SID C - 8.2: College Financial and Budgeting Management System: Provide documentation and evidence of the existence of the college financial and budgeting management and administration systems detailing financial needs and requirements of the college and departments, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation of the college financial management assuring its college quality financial management system assessment and assurance practices.
SID I - 8.3: Institution Risk Management Plan: Provide documentation and evidence of the existence of the institution risk management and administration systems detailing all types of risk needs and requirements of the institution, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation of the institution risk management assuring its institutional quality risk management system assessment and assurance practices.	SID C - 8.3: College Risk Management Plan: Provide documentation and evidence of the existence of the college risk management and administration systems detailing all types of risk needs and requirements of the college, the policies, procedures and practices or systems and mechanisms applied in the planning and evaluation of the college risk management assuring its college quality risk management system assessment and assurance practices.

STANDARD 9 EMPLOYMENT PROCESSES

Institution	College or Program
SID I - 9.1: Institution Faculty and Staff Records and Management System: Provide documentation and evidence of the existence that the institution has an efficient and effective faculty and staff records system and faculty and staff management system of its codes of conduct and appeal system assuring its institutional quality teaching and learning assessment and assurance practices. Details of the Faculty and Staff profile by college, by department, by gender, by academic ranks, by highest degree attained, by areas of expertise, by years of services and etc., should be maintained at the institutional and college level.	SID C - 9.1: College Faculty and Staff and Records and Management System: Provide documentation and evidence of the existence that the institution has an efficient and effective faculty and staff records system and faculty and staff management system of its codes of conduct and appeal system assuring its college quality teaching and learning assessment and assurance practices. Details of the Faculty and Staff profile by college, by department, by gender, by academic ranks, by highest degree attained, by areas of expertise, by years of services and etc., should be maintained at the college and departmental level.
SID I - 9.2: Institution Faculty and Staff and Services Handbook: Provide evidence of a Faculty and Staff Handbook on the students detailing the Faculty and Staff code of conducts, appeal system, developmental and counseling system and comprehensive Faculty and Staff services including academic and financial and housing and practices in the institution and the colleges.	SID C - 9.2: College Faculty and Staff and Services Handbook: Provide evidence of a Faculty and Staff Handbook on the students detailing the Faculty and Staff code of conducts, appeal system, developmental and counseling system and comprehensive Faculty and Staff services including academic and financial and housing and practices in the college and departments.

STANDARD 10: RESEARCH	
Institution	College or Program
SID I - 10.1: Institution Research Plan	SID C - 10.1: College Research Plan
SID I - 10.2: Institution Research Management System: Provide documentation and evidence of the existence of the institution research management and administration systems detailing financial needs and requirements of the institution, the policies, procedures, sources and uses of the research budget, teaching staff and student research involvement and development, commercialization of its research and research practices or systems and mechanisms applied in the planning and evaluation of the institution research management assuring its institutional quality research management system assessment and assurance practices.	SID C - 10.2: College Research Management System: Provide documentation and evidence of the existence of the college research management and administration systems detailing financial needs and requirements of the college, the policies, procedures, sources and uses of the research budget, teaching staff and student research involvement and development, commercialization of its research and research practices or systems and mechanisms applied in the planning and evaluation of the college research management assuring its college quality research management system assessment and assurance practices.

STANDARD 11: INSTITUTIONAL RELATIONSHIPS WITH THE COMMUNITY	
Institution	College or Program
SID I - 11.1: Institution Community Engagement Plan	SID C - 11.1: College Community Engagement Plan
SID I - 11.2: Institution Community Engagement Management System: Provide documentation and evidence of the existence of the institution community engagement management and administration systems detailing needs and requirements of the institution outreach efforts to its communities, the policies, procedures, community engagement and outreach practices or systems and mechanisms applied in the planning and evaluation of the institution community and outreach management assuring its institutional quality community and outreach management system assessment and assurance practices.	SID C - 11.2: College Community Engagement Management System: Provide documentation and evidence of the existence of the college community engagement management and administration systems detailing needs and requirements of the college outreach efforts to its communities, the policies, procedures, community engagement and outreach practices or systems and mechanisms applied in the planning and evaluation of the college community and outreach management assuring its college quality community and outreach management system assessment and assurance practices.

Generally, the above Table 1.1 shows that a great bulk of the evidence constitutes a lot of the more qualitative evidence are in the forms of documents depicting the following:

- **Philosophy** - these represents the agreed upon core values of the institution, college or program which drives the very reasons for the existence of the institution, college or program itself. These are the “umbrella” that covers all the plans, the processes, the policies, and the procedures that are developed and established to achieve the mission and strategic goals of the institution, college or program through adherence to its values that a guides and drives the success of the institution, college or program.
- **Plans** - these normally are the plans that are developed to achieve the philosophical reason for the existence of the institution, college or program. These are categorized into strategic plans (the long term plan that provides the overall strategic direction of institution, college or program), its strategic goals, objectives and strategies); tactical plan (which is the annual action plan that are designed to achieve the goals as defined in the strategic plan); project plans (that details the operational plan of each of the project which when combined will help to achieve the annual tactical plan, thus the accomplishment of the strategic goals of the strategic plan).
- **Processes** - these defines the systems processes and systematic flows for each of the work system that has been established to systematically show the (P - Plan, D - Do, C - Check and A - Act) of the steps in achieving the objectives of the work system which are

aimed at achieving the strategic goals of the system). These can include the Strategic planning process, the IQA processes, decision making process, research system process, student support processes, financial system process, curriculum development and approval processes, human resources system and processes, etc.

- **Policies** - these normally define the boundary of what can, and what cannot be done within a regular system, the norms, rules, regulatory documents that the members of the system should abide by and conform to. These can include students' admission policies, the grades policies, the human welfare policies, the students' discipline, complaints and appeals policies, research policies, financial policies, curriculum policies, quality and assessment policies, management policies, societal responsibility policies, and etc.
- **Procedures** - these can define the procedures that lead to the agreement of an action or decision which are included in the documentation of minutes, manuals, guidelines, standard operating procedures that are established to achieve the objectives and ultimately the strategic goals of the institution, college or program.
- **People** - these cover the stakeholders of the institution, college or program which are identified, involved and integrated together holistically to achieve the philosophy, strategic goals and ultimately the mission of the institution, college or program. The needs of these stakeholders must be identified, with the processes, procedures, policies designed to create and deliver value to meet and exceed the needs of the stakeholders.

The above shows that these are documented facts of the system itself. These calls for the development of a system approach in covering the most basic quality framework of PDCA (P - Plan, D - Do, C - Check and A - Act) in quality management. As such, the above "facts" or "information" defines the system itself, the systematic approaches and the documentation of accomplishment that forms the core of the evidence that is needed to support the fact that they are not anecdotal (subjective in nature or unreliable). These are normally the "factual evidence that needs to be analyzed and discussed as to its "ADLI - A (Approach), D (Deployment), L (Learning), and I (Integration). The discussion and analysis based on the ADLI of the plans, processes, procedures, policies, and people will be the main basis of the identification of the "strengths" or "opportunities for improvements" for the institution, college or program.

Chapter 2 Statistical information and indicators

2.1 Introduction

As the core value of the KSU – QMS is “management through measure and facts”, Chapter 1 has identified a checklist of some of the key evidence in to the forms of “facts” that are normally discussed within the philosophical foundations of the institution, college or program. The philosophies of the institution, college or program accomplished and achieved through a set of systematic approaches in its plans, policies, processes, procedures and people, which are documented as factual evidence for the process-based criteria.

Factual evidence in itself fulfills part of the “management through measure and facts” of the KSU – QMS core value of the “facts”. As such, it is also important that the SID system provides a set of performance measures or performance indicators as a set of measure of the accomplishment or achievements. Since quality in the education industry is normally subjective in nature, education professionals have proposed different frameworks, approaches and measures to measure the quality of educational programs. A typically used framework is to identify the quality of the I-P-O-O (Input, Process, Output, Outcomes) that underlies the systematic approaches in providing the final education outcome or value to the stakeholders. In all measurements of subjective things like quality education that goes into the gray area subjectivity, the results in the form of outcomes indicators though not providing a direct measure, serves well as a proxy measure of achievement in quantifiable terms.

As such, a key component of SID is the performance indicators that serve as quantifiable measures of accomplishment and achievements. These KPI can be grouped into two main groups of:

- **Quantitative indicators** - these are computed through percentage, ratios or pure numbers that depicts the quantity achieved of a specific action or sets of actions.
- **Qualitative indicators** - these are indicators that are based on the survey instruments which attempts to determine the gray areas of accomplishment. Though not direct measures of achievements, the parameters that are used to design the survey instruments are based on strong theoretical frameworks which have been scientifically tested and accepted as the academically accepted parameters to measure the subjective nature of the study.

The 56 sets of quantitative and qualitative indicators used in the KSU – QMS come from two major sources as follows:

- NCAA requirements of some key indicators of which there are 33 sets;
- Internationally accepted generic measure of academic or educational quality of which there are 23 sets,

Of these 56 indicators, 42 are quantitative indicators and 14 are qualitative indicators (which are determined through a set of survey instruments).

Table 2.1 provides a set of the 58 Process-based Criteria and the 22 sets of generic KPI for each of the Standards (inclusive of the 11 sets that are specific to the College or Program). The generic set of KPI should be surveyed and computed for each of the programs. Those that are defined to be used at the institution and college levels will be provided to the programs from the central units via a key coordinating unit which is the Deanship of Quality.

Table 2.1: Process-based Standards and Criteria and Results-based KPI under KSU - QMS

Institutional Context		Key Performance Indicators	
○ <i>Standard 1: Mission and Objectives</i>		1.6.1	Evaluation of Strategic Plan Implementation (Means average and Level accomplished based on survey)
1.1	Appropriateness of the Mission		
1.2	Usefulness of the Mission Statement		
1.3	Development and Review of the Mission	1.6.2	Evaluation of Strategic Plan alignment with National HE Development Plan (Means average and Level accomplished based on survey)
1.4	Use of the Mission Statement		
1.5	Relationship Between Mission, Goals and Objectives	1.6.3	Percentage of strategic goals achieved (%)
1.6	Key Performance Indicators		
1.7	Additional KPI of College		
Number of Criteria = 5 Process + 2 Result		Number of KPI = 3 (1 Quantitative, 2 Qualitative)	
○ <i>Standard 2: Governance and Administration</i>		2.9.1	Evaluation of Governance and Leadership Effectiveness (Means average and Level accomplished based on survey)
2.1	Governing Body		
2.2	Leadership	2.9.2	Evaluation of Organization Climate (Means average and Level accomplished based on survey)
2.3	Planning Processes		
2.4	Relationship Between Sections for Male and Female Students	2.9.3	Evaluation of Management and Administration overall performance (Means average and Level accomplished based on survey)
2.5	Integrity		
2.6	Policies and Regulations		
2.7	Organizational Climate		
2.8	Associated Centers and Controlled Entities		
2.9	Key Performance Indicators		
2.10	Additional KPI of College		
Number of Criteria = 8 Process + 2 Result		Number of KPI = 3 (3 Qualitative)	
Institutional Context			
○ <i>Standard 3: Management of Quality Assurance and Improvement</i>		3.6.1	Percentage of students graduated in the last 3 years who are recognized in the areas of academics, or profession, or contribution to society at the national or international level (%)
3.1	Institutional Commitment to Quality Improvement		
3.2	Scope of Quality Assurance Processes		
3.3	Administration of Quality Assurance Processes	3.6.2	Percentage of the full-time faculty members obtaining academic or professional awards at the national or international level. (%)
3.4	Use of Indicators and Benchmarks		
3.5	Independent Verification of Standards	3.6.3	Students overall evaluation on the quality of their learning experiences at the institution (Average rating of the overall quality of their program on a five point scale in an annual survey of final year students) (NCAAA 1 - Means average and Level accomplished based on survey)
3.6	Key Performance Indicators		
3.7	Additional KPI of College		
		3.6.4	Proportion of courses in which student evaluations were conducted during the year (NCAAA 2 - Proportion and Level accomplished)
		3.6.5	Proportion of programs in which there was independent verifications within the institution of standards of student

	achievement during the year. (NCAAA 3 - Proportion and Level accomplished)
3.6.6	Proportion of programs in which there was independent verifications within the institution of standards of student achievement by people external to the institution during the year. (NCAAA 4 - Proportion and Level accomplished)
Number of Criteria = 5 Process + 2 Result Number of KPI = 6 (5 Quantitative, 1 Qualitative)	

Quality of Learning and Teaching

○ <i>Standard 4 Learning and Teaching</i>	
4.1	Oversight of Quality of Learning and Teaching
4.2	Student Learning Outcomes
4.3	Program Development Processes
4.4	Program Evaluation and Review Processes
4.5	Student Assessment
4.6	Educational Assistance for Students
4.7	Quality of Teaching
4.8	Support for Improvements in Quality of Teaching
4.9	Qualifications and Experience of Teaching Staff
4.10	Field Experience Activities
4.11	Partnership Arrangements with Other Institutions
4.12	Key Performance Indicators
4.13	Additional KPI of College
4.12.1	Students' competency score index as per NQF (Means average and Level accomplished)
4.12.2	Percentage of graduates who work in their major field of study
4.12.3	Proportion of students entering undergraduate programs who complete those programs in minimum time (NCAAA 9 - Means average and Level accomplished)
4.12.4	Proportion of students entering post graduate programs who complete those programs in specified time (NCAAA 10 - Means average and Level accomplished)
4.12.5	Students overall rating on the quality of their courses (Average rating of students on a 5 point scale overall evaluation of courses (NCAAA 6 - Means average and Level accomplished based on survey)
4.12.6	Proportion of full-time equivalent students in proportion to the total number of full-time faculty members (NCAAA 5 - Means average and Level accomplished)
4.12.7	Percentage of full-time faculty members holding Doctoral degrees or equivalent in proportion to the total number of full-time faculty members (NCAAA 7 - Means average and Level accomplished)
4.12.8	Proportion of the full-time faculty members holding academic titles of teaching assistant, instructor, Assistant Professor, Associate Professor, and Professor.
4.12.9	Percentage of students entering programs who successfully complete first year (NCAAA 8 - Means average and Level accomplished)
4.2.10	Percentage of courses that are improved based on research and/or evaluation results. (Means average and Level accomplished)
4.12.11	Proportion of graduates from undergraduate programs who within six months of graduation are (NCAAA 11 - Means average and Level accomplished based on survey): (a) employed

- (b) enrolled in further study
- (c) not seeking employment or further study

Number of Criteria = 11 Process + 2 Result	Number of KPI = 11 (10 Quantitative, 1 Qualitative)
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Community Contributions	
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<ul style="list-style-type: none"> ○ <i>Standard 10: Research</i> 10.1 Institutional Research Policies 10.2 Faculty and Student Involvement 10.3 Commercialization of Research 10.4 Facilities and Equipment 10.5 Key Performance Indicators 10.6 Additional KPI of College 	<ul style="list-style-type: none"> 10.5.1 Number of refereed publications in the previous year per full time equivalent member of teaching staff. (Publications based on the formula in the Higher Council Bylaw excluding conference presentations) (NCAAA 26 - Ratio average and Level accomplished) 10.5.2 Number of citations in refereed journals in the previous year per full time equivalent teaching staff. (NCAAA 27 - Ratio average and Level accomplished) 10.5.3 Proportion of full time member of teaching staff with at least on refereed publications during the previous year (NCAAA 28 - Ratio average and Level accomplished) 10.5.4 Evaluation of facilities and environment supporting research (Means average and Level accomplished based on survey) 10.5.5 Ratio of internal research and innovation funds in proportion to the total number of full-time faculty members 10.5.6 Ratio of external research and innovation funds in proportion to the total number of full-time faculty members (NCAAA 30 - Means average and Level accomplished) 10.5.7 Number of papers or reports presented in academic conferences during the past year per full time equivalent members of teaching staff (NCAAA 29 - Ratio average and Level accomplished) 10.5.8 Number of research and innovations registered as intellectual property or patented within the past 5 years 10.5.9 Proportion of total operating funds spent on research (NCAAA 31 - Means average and Level accomplished)
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Number of Criteria = 4 Process + 2 Result	Number of KPI = 9 (8 Quantitative, 1 Qualitative)
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<ul style="list-style-type: none"> ○ <i>Standard 11: Institutional Relationships with the Community</i> 11.1 Institutional Policies on Community Relationships 11.2 Interactions With the Community 11.3 Institutional Reputation 11.4 Key Performance Indicators 11.5 Additional KPI of College 	<ul style="list-style-type: none"> 11.4.1 Evaluation of satisfaction of employers/ business operators/ users of graduates /alumni /parents/ graduates on competency of graduates (Means average and Level accomplished based on survey) 11.4.2 Evaluation of the systems and mechanisms used in providing academic services to the society according to the goals of the institution, college or program (Means average and Level accomplished based on survey) 11.4.3 Proportion of full time teaching and other
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		staff actively engaged in community service activities (NCAAA 32 - Ratio average and Level accomplished)
	11.4.4	Number of community education program provided in proportion of the number of departments (NCAAA 32 - Means average and Level accomplished)
Number of Criteria = 3 Process + 2 Result		Number of KPI = 4 (2 Quantitative, 2 Qualitative)
Support for Student Learning		
○ <i>Standard 5: Student Administration and Support Services</i>	5.7.1	Ratio of students to administrative staff (NCAAA 12 - Ratio average and Level accomplished)
5.1 Student Admissions		
5.2 Student Records	5.7.2	Proportion of total operating funds (other than accommodation and student allowances) allocated to provision of student services (NCAAA 13 - Ratio average and Level accomplished)
5.3 Student Management		
5.4 Planning and Evaluation of Student Services		
5.5 Medical and Counseling Services		
5.6 Extra-Curricular Activities for Students	5.7.3	Student evaluation of academic and career counseling (Average rating on the adequacy of academic and career counseling on a five point scale in an annual survey of final year students) (NCAAA 13 - Means average and Level accomplished based on survey)
5.7 Key Performance Indicators		
5.8 Additional KPI of College		
Number of Criteria = 6 Process + 2 Result		Number of KPI = 3 (2 Quantitative, 1 Qualitative)
○ <i>Standard 6: Learning Resources</i>	6.5.1	Number of book titles held in the library as a proportion of the number of students (NCAAA 15 - Ratio average and Level accomplished)
6.1 Planning and Evaluation		
6.2 Organization		
6.3 Support for Users		
6.4 Resources and Facilities	6.5.2	Number of web-site subscriptions as a proportion of the number of programs offered (NCAAA 16 - Ratio average and Level accomplished)
6.5 Key Performance Indicators		
6.6 Additional KPI of College		
	6.5.3	Number of periodical subscriptions as a proportion of the number of programs offered (NCAAA 17 - Ratio average and Level accomplished)
	6.5.4	Student evaluation of library services (Average rating on adequacy of library services on a five point scale in an annual survey of final year students (NCAAA 18 - Means average and Level accomplished based on survey)
Number of Criteria = 4 Process + 2 Result		Number of KPI = 4 (3 Quantitative, 1 Qualitative)
Supporting Infrastructure		
○ <i>Standard 7: Facilities and Equipment</i>	7.6.1	Annual expenditure on IT as a proportion of the number of students (NCAAA 19 - Amount and Level accomplished)
7.1 Policy and Planning		
7.2 Quality of and Adequacy of Facilities		
7.3 Management and Administration	7.6.2	Number of accessible computer terminals per student (NCAAA 20 - Amount and Level accomplished)
7.4 Information Technology		
7.5 Student Residences		
7.6 Key Performance Indicators	7.6.3	Average overall rating of adequacy of facilities and equipment in a survey of teaching staff (NCAAA 21 - Means
7.7 Additional KPI of College		

		average and Level accomplished based on survey)
	7.6.4	Internet bandwidth per user (NCAAA 22 - Means average and Level accomplished)
Number of Criteria = 5 Process + 2 Result		Number of KPI = 4 (3 Quantitative, 1 Qualitative)
○ Standard 8: Financial Planning and Management	8.4.1	<i>Total operating expenditure (other than accommodation and student allowances) per student (NCAAA 23 - Amount and level accomplished)</i>
8.1		Financial Planning and Budgeting
8.2		Financial Management
8.3	8.4.2	University revenues generated from providing academic and professional services in the name of the university in proportion to the total number of full-time faculty members
8.4		Key Performance Indicators
8.5		Additional KPI of College
	8.4.3	Percentage of University expenses incurred in cash and in kind in the preservation, development and enhancement of identity, art and culture in proportion to the total operation budget
	8.4.4	Budget per head for full-time faculty members' development in the country and abroad in proportion to the total number of full-time faculty members (SR per capita)
	8.4.5	Operating expenses in the library system, computers and information center in proportion to the total number of full-time students (SR per capita)
	8.4.7	<i>Evaluation of risk management practices as implemented (Means average and Level accomplished based on survey)</i>
Number of Criteria = 3 Process + 2 Result		Number of KPI = 6 (5 Quantitative, 1 Qualitative)
○ Standard 9: Employment Processes	9.5.1	Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement (NCAAA 24 - Means average and Level accomplished based on survey)
9.1		Policy and Administration
9.2		Recruitment
9.3		Personal and Career Development
9.4	9.5.2	Percentage of full-time faculty members participating in professional development activities during the past year (NCAAA 25 - Ratio average and Level accomplished)
9.5		Key Performance Indicators
9.6		Additional KPI of College
	9.5.3	Percentage of full-time supporting staff participating in professional development activities during the past year
Number of Criteria = 4 Process + 2 Result		Number of KPI = 3 (3 Quantitative)
Total Number of Criteria = 58 Process + 22 Result = 80 Process and Result based Criteria		Number of KPI = 56 (42 Quantitative, 14 Qualitative)

Note: Unless otherwise specified in the KPI that can only be sourced by the program itself, all the KPI will need to be collated and computed at the level of the institution, college and program. For those that are collated and computed at the college and institution levels, they will be provide to

the programs for the SSR development, discussion and analysis of performance and achievements.

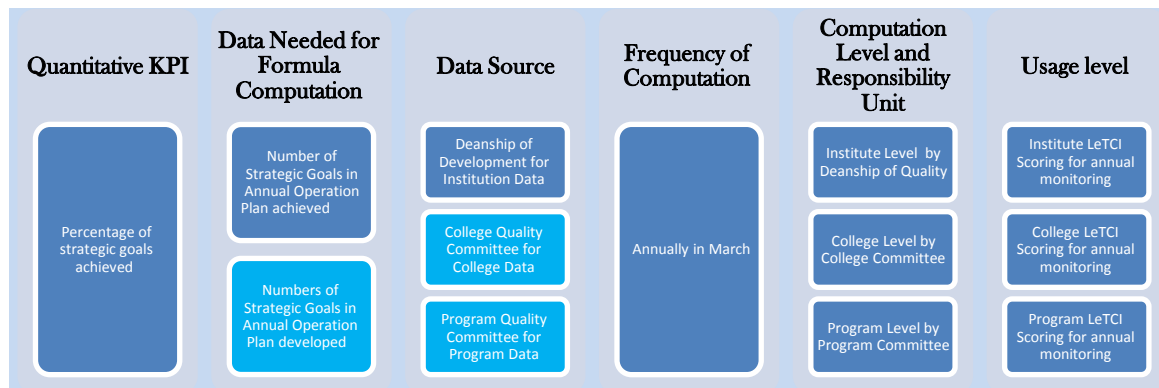
2.2 Explanation of processing requirements on KPI

The KPI requirements normally start off with the KPI name itself, with an example shown below. (1.6.3) shows that it is a KPI of Standard 1, and its measure is based on percentage and level to be achieved

1.6.3 Percentage of strategic goals achieved (% and Level achieved)

The details of the each of the KPI are divided into 5 parts as follows:

- **(1) KPI Processing Environment** – this will show the name of the KPI itself, the data that is needed in the formulae computation, where to get the data which is the data source, how frequently it is to be computed and when which is the frequency of computation, the computation level which shows at what level (institution, or college or program) and the unit that is responsible for its computation. The last part shows the usage level or the unit that will use it for the development of their SSR, its discussion and analysis



- **(2) KPI Processing Steps** – this includes the detailed processing, analysis and actions to be taken for each of the KPI after it has been computed, who are responsible and what forms are to be used for each of the steps.

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Program Quality Committee	

7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

- **(3) KPI Formulae Computation** - this represents the formula to be used in the computation to arrive at a percentage, a proportion or a ratio depending on the formula requirement.

$$\frac{\text{Number of Strategic Goals in Annual Operation Plan achieved}}{\text{Numbers of Strategic Goals in Annual Operation Plan developed}} \times 100$$

- **(4) KPI Data required for Formulae computation** - this represents and defines what data can be accepted and what cannot be used for the computation of the data requirement for the formulae computation.
 - ❖ "Numbers of Strategic Goals in Annual Operation Plan developed". This data comes from the Annual operation plan whereby the institution/college/programs or administrative units has defined on the onset of the academic year that it aims to achieve. The "strategic goals" are counted based on the actual number identified and developed.
 - ❖ "Numbers of Strategic Goals in Annual Operation Plan achieved". This data comes from the Annual operation plan whereby the institution/college/programs or administrative units has defined on the onset of the academic year that it aims to achieve as noted in (1). The "strategic goals" are counted based on the actual number achieved. The achievement here refers to the actual number that has been implemented and measured. Whether those measures are over-achieved or under-achieved is counted as the issue here is not the performance level. Those that are still yet to be achieved, or not implement or are in the progress or will be achieved in the next academic year are not counted but can be included in the next academic year.

For qualitative KPI, the above are the same except that the developments of the survey instrument are defined as follows:

- **(3) KPI Data required for Means Average computation**

The strategic plan evaluation survey is a standardized performance evaluation of the Strategic Planning Process and its Implementation as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that there is a systematic approach Strategic Planning process that is well deployed and that brings

about continuous improvements that are implemented, monitored and measured for performance. The key areas of coverage or parameters for the development of the survey instrument normally contain:

- Alignment with KSU 2030 or College Strategic Plan,
 - Planning Process steps are defined,
 - Implementation status are monitored,
 - Accomplishment and Achievement of KPIs,
 - Periodic review of Strategic Plan
 - Action Plan for Areas for improvement are defined, monitored and measured for performance.
- **(5) KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage) -** this represents the determination of the level of performance in the LeTCI system of assessment of the KPI performance. The analysis as needed in the KPI processing, discussion and evaluation is a very important step in determining whether the quality of the standard is performing well.

Level 1	✓ 0 % < 15 % achievement
Level 2	✓ 15 % < 30 % achievement
Level 3	✓ 30 % < 45 % achievement
Level 4	✓ 45 % < 60 % achievement
Level 5	✓ 60 % < 80 % achievement
Level 6	✓ 80 % - 100 % achievement

- **Addressing and Analysis of performance of the KPI**
 - ❖ **Qualitative KPI -** In the qualitative indicator set, they are addressed from the degree of performance or its level of performance with a stepped wise progressive determinants of performance from its P (PLAN) of what and how the criteria is addressed through its planning aspects of the system and mechanism or methodology used, D (DO) of what and how the system or mechanism or methodology is implemented and with what resources, C (CHECK) in the systems or mechanisms or methodologies used based on a set of targets or measures which are measured to determine its achievement and A (ACT) of what is done after the planned actions that are implemented and measured in terms of its achievement that brings about future improvement and innovation. The PDCA is supplemented and complemented by the ADLI metrics to strengthen its performance level determinants. In the A (APPROACH), together with the P (PLAN), one would need to determine a planned approach in terms of the systems or mechanisms, the tools or techniques used, and what and how resources are auctioned upon in the D (DO) and D (DEPLOYMENT) in the configurations and supports of the systems or mechanisms, tools or techniques. In the C (CHECK), one would need to define the measures and methodology and identify whether one L (LEARN) from it, and then A (ACT) on what is measured and learnt. Learning should lead to continuous improvements and innovations. Lastly, one would need to determine what and how the standards and criteria are aligned or I (INTEGRATE) within the same and across different Standards. It is noted that the qualitative KPI are generic with an emphasis on the systemic aspects and the progressive development of the system. As such, the audit and assessment is based on the performance achievement at each of the level

based on the level requirement. There are 6 levels of performance to correspond with the Results-based Values Scoring Criteria. It is noted that the more fundamental PDCA covers the lower end of the performance level and the ADLI covers the higher end of the performance level. This is intended to bring a step wise progressive improvements leading to innovation and integration within and across the Standards.

- ❖ **Quantitative KPI** - In the quantitative indicator set, they are addressed from the percentage or ratio or numerical ranges. Do the computation based on the Formulae provided using the prescribed data set needed for the computation and determine the range that the outcome result falls into. Score the performance based on the performance levels. There are 6 levels of ranges to correspond with the Results-based Values scoring Criteria. The data set required for the formulae computation for each of the KPI or Benchmark is defined under each of KPI or Benchmark itself. In assessing the performance of the quantitative indicator set, the performance is based on Le (LEVEL) of performance as to whether a performance level has been achieved based on the percentage or ratio or numerical scoring range achieved. It is then determined in terms of the T (TREND) of performance. Normally a minimum 3 years data set of the trend performance is required to identify any progressive improvements in the trend performance. C (COMPARISON) would mean that the level and trend of performance is compared with historical performance, industry standards or benchmarked with the best in the industry. I (INTEGRATE) is meant to identify an integrated approach in that the performance levels, trends performance and its benchmarked comparison are integrated with the different indicators within and across the same standard and criteria set going in the same direction as opposed to being contradictory of each other to provide an overall set of performance level. There are 6 levels of performance to correspond with the Results-based Values Scoring Criteria. The levels below will correspond to the scaled performance scoring used to assess the performance level in the scaled performance scoring worksheet to determine the performance scoring.

Note: In the development of the quantitative key performance indicators, the traditionally and widely accepted KPI were used on the grounds that the issue of the KPI and direct relationships have been challenged and are still widely debated. As noted in all the KPI for the Standards in the later sections, it is noted that quality is an evasive and very subjective factor that has evaded direct measures. As such, the KPI used here are the objective sets that had been widely and well-accepted set but that might still raise the issue of a good measure. Pending the derivations of a set of very objective measures, these quantitative KPI are found to be the second best set of proxy measures that will serve its purpose in the intermediate stage. These KPI are derived from a wide source of literatures on the KPI measures of education and academic performance. (Teay, 2007; ONESQA, 2006 and CHE, 2007).

2.3 Generic Processing Steps for Quantitative and Qualitative KPI

Figure 2.2 and Figure 2.3 shows the generic processing steps and the use of the KPI for the quantitative and qualitative KPI. These two figures which are self-explanatory serve as the main guidelines in the processing and use of the KPI by the unit writing the SSR and for the management of the college or the program after the self-study and assessment. Though in the Chapter, the detailed processing of each of the 56 KPI are described in details, Figure 2.4 provides a generic approach in the collation, computation and usage of the KPI as a general set of guidelines to be used as supporting evidence of key performance measures in the assessment of the unit's performance.

Figure 2.2 Master Flow for Quantitative Statistics

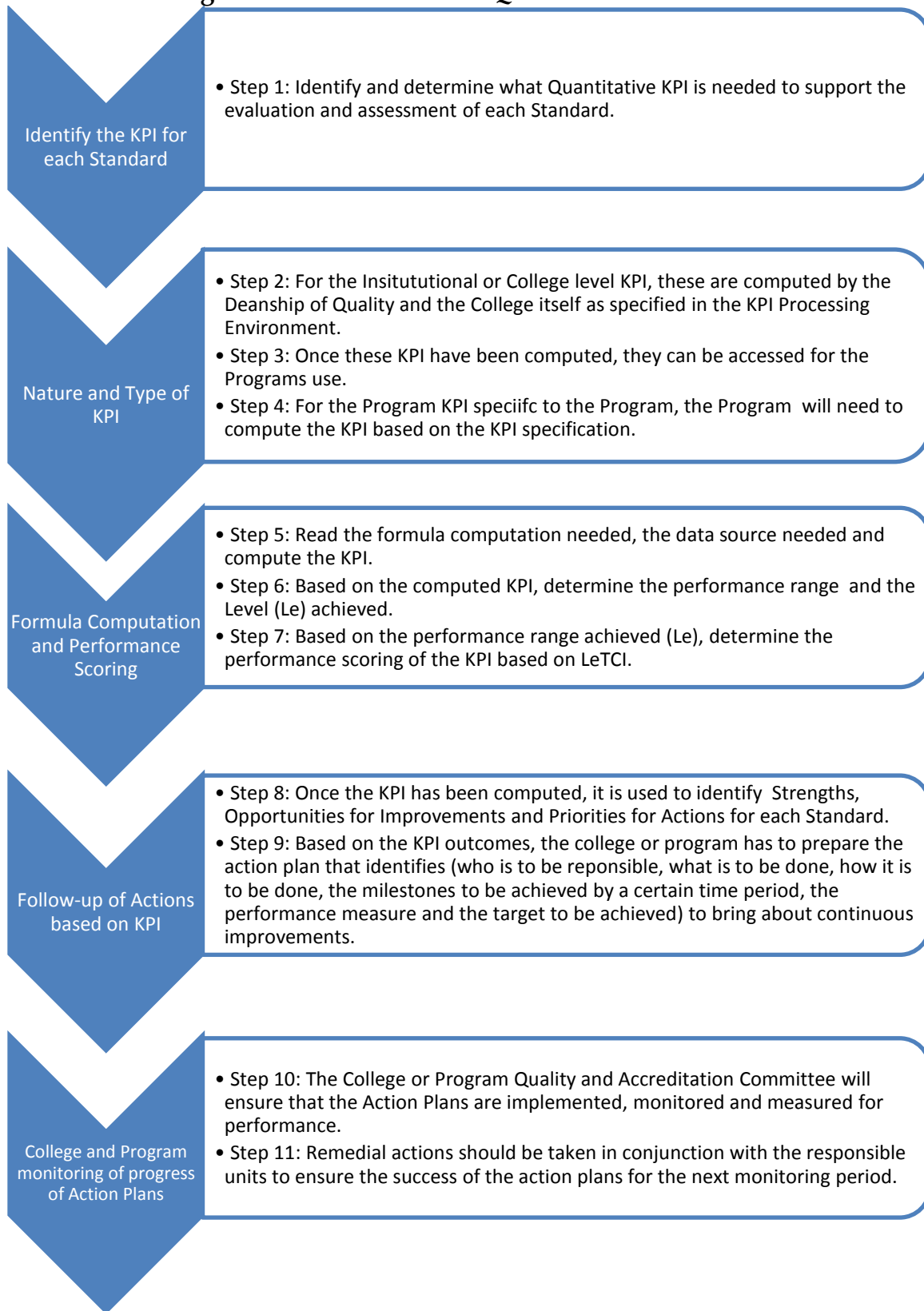
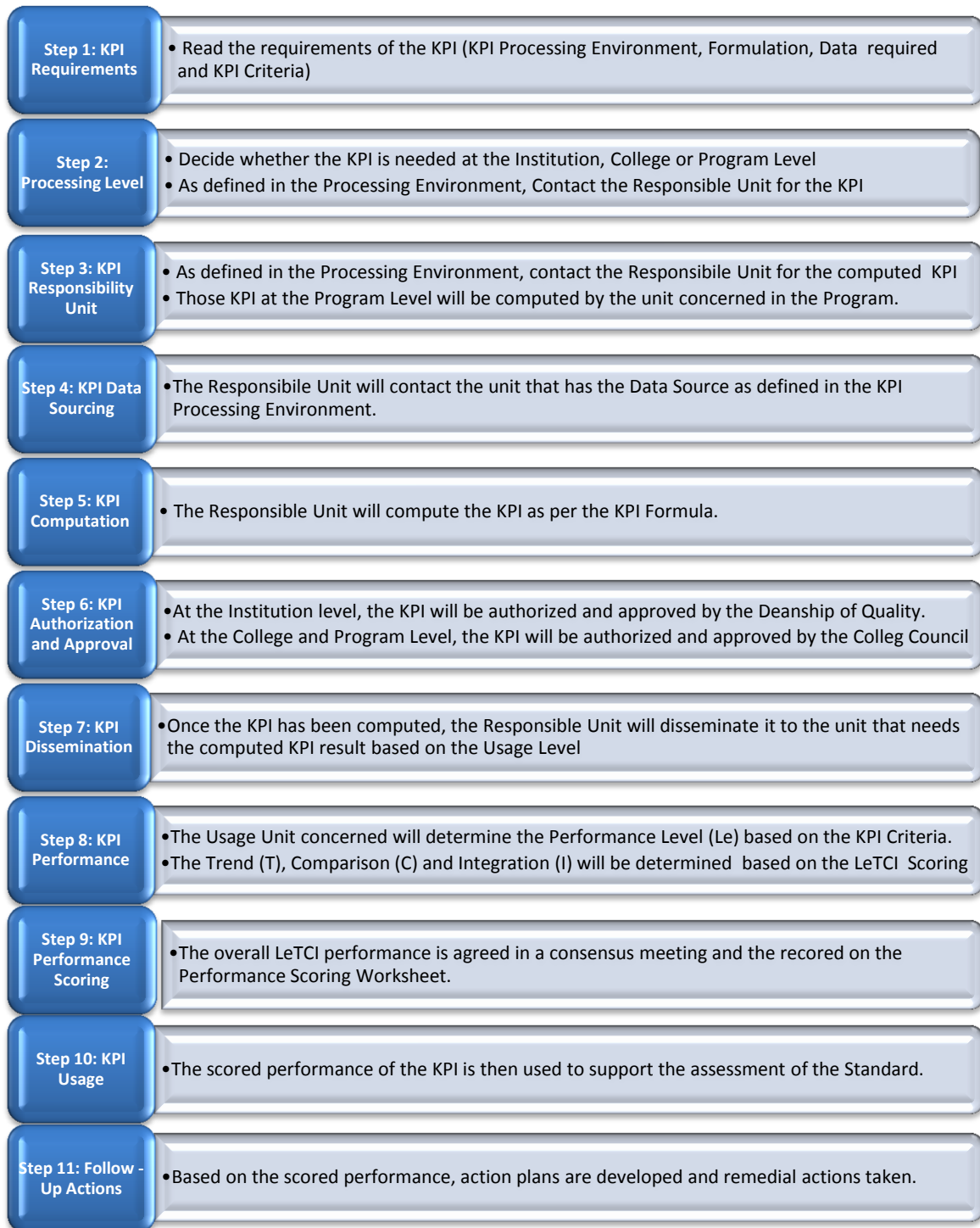


Figure 2.3 Master Flow for Qualitative Statistics



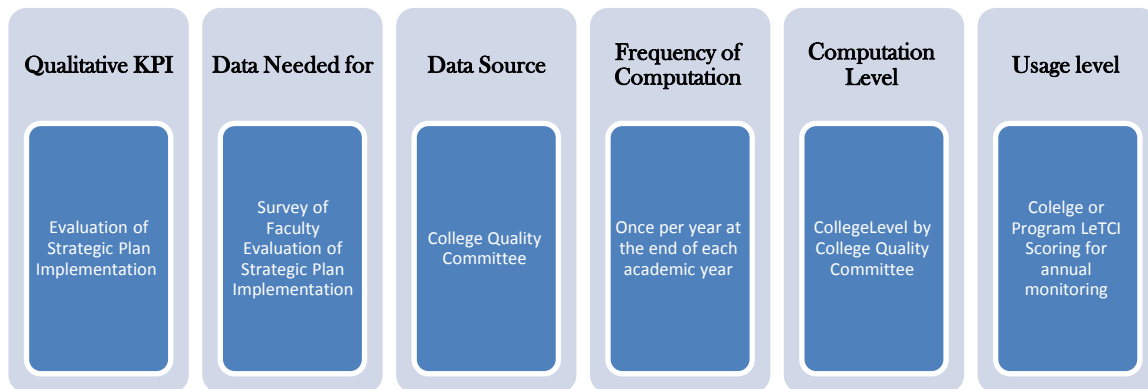
Figure 2.4 KPI Generic Steps of Processing



Chapter 3 KSU - QMS KPI (Key Performance Indicators)

1.6.1 Evaluation of Strategic Plan Implementation (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement,	College or Program	Self-Study Report

the unit writing the SSR will implement the development plan to address the result for continuous improvements. Quality Committee

3. KPI Data required for Means Average computation

The strategic plan evaluation survey is a standardized performance evaluation of the Strategic Planning Process and its Implementation as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that there is a systematic approach Strategic Planning process that is well deployed and that brings about continuous improvements that are implemented, monitored and measured for performance. The key areas of coverage or parameters for the development of the survey instrument normally contain:

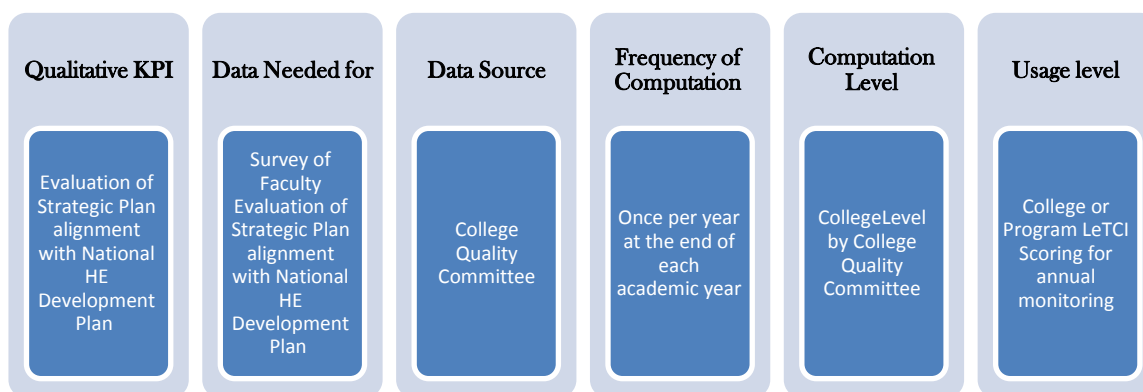
- Alignment with KSU 2030 or College Strategic Plan,
- Planning Process steps are defined,
- Implementation status are monitored,
- Accomplishment and Achievement of KPIs,
- Periodic review of Strategic Plan
- Action Plan for Areas for improvement are defined, monitored and measured for performance.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

1.6.2 Evaluation of Strategic Plan alignment with National HE Development Plan (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The strategic plan evaluation survey is a standardized performance evaluation of the Strategic Planning Process and its Implementation as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that the planned educational values to be delivered to create a competent student are in line with the National HE goals and its developmental areas. The key areas of coverage or parameters for the development of the survey instrument normally contain:

- Keys areas for National Development in National HE Development Plan are identified,
- College or Program Plans mission and strategic goals are developed to support the achievement of the National HE Development goals,
- National HE Development goals Accomplishment and Achievement of KPIs are defined and measured,

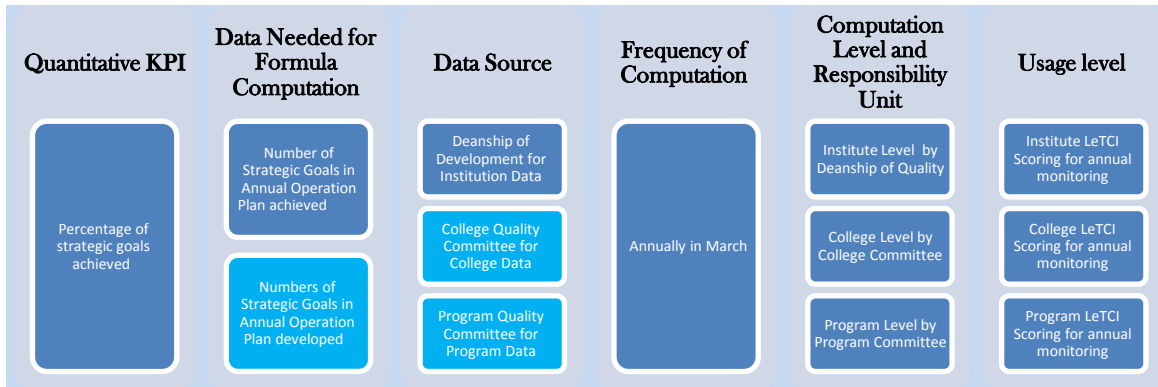
- Periodic review of Strategic Plan ensuring support of National HE Development goals,
- Action Plan for Areas for improvement are defined, monitored and measured for performance.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

1.6.3 Percentage of strategic goals achieved (% and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and	Program Quality	

7	action plan The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	Committee College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Strategic Goals in Annual Operation Plan achieved}}{\text{Number of Strategic Goals in Annual Operation Plan developed}} \times 100$$

4. KPI Data required for Formulae computation

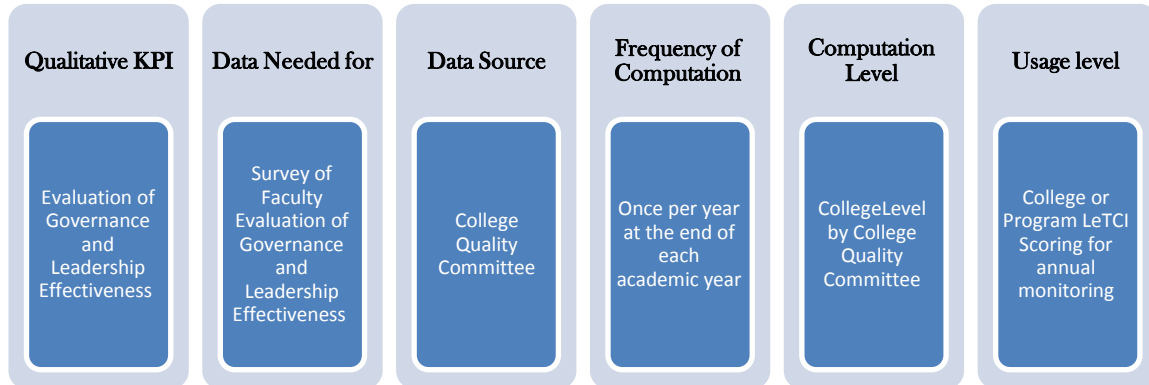
- "Number of Strategic Goals in Annual Operation Plan developed". This data comes from the Annual operation plan whereby the institution/college/programs or administrative units has defined on the onset of the academic year that it aims to achieve. The "strategic goals" are counted based on the actual number identified and developed.
- "Number of Strategic Goals in Annual Operation Plan achieved". This data comes from the Annual operation plan whereby the institution/college/programs or administrative units has defined on the onset of the academic year that it aims to achieve as noted in (1). The "strategic goals" are counted based on the actual number achieved. The achievement here refers to the actual number that has been implemented and measured. Whether those measures are over-achieved or under-achieved is counted as the issue here is not the performance level. Those that are still yet to be achieved, or not implement or are in the progress or will be achieved in the next academic year are not counted but can be included in the next academic year.

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 0 % < 15 % achievement
Level 2	✓ 15 % < 30 % achievement
Level 3	✓ 30 % < 45 % achievement
Level 4	✓ 45 % < 60 % achievement
Level 5	✓ 60 % < 80 % achievement
Level 6	✓ 80 % - 100 % achievement

2.9.1 Evaluation of Governance and Leadership Effectiveness (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The governance and leadership evaluation survey is a standardized performance Evaluation of Governance and Leadership Effectiveness as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that there is a transparent, efficient and effective governance and leadership system that spearheads the accomplishments of the college and programs. The key areas of coverage or parameters for the development of the survey instrument normally contain:

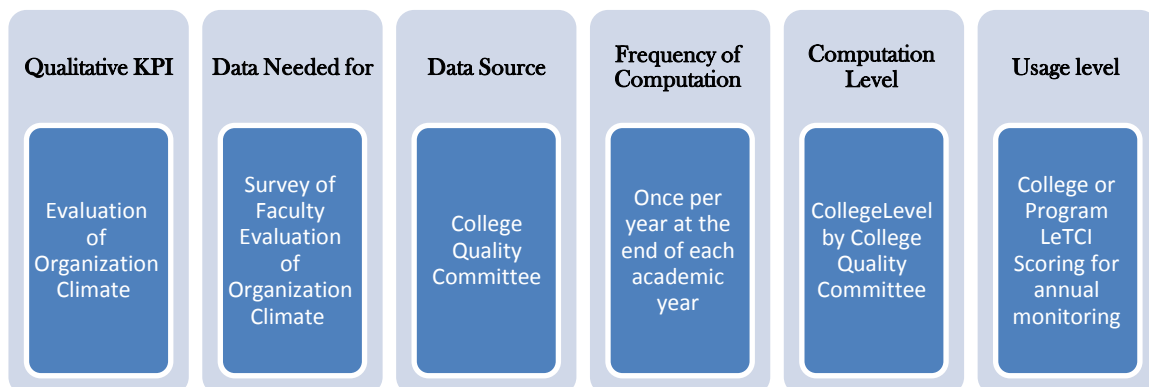
- Leadership traits,
- Involvement in decision making,
- Communication strategies,
- Communication Effectiveness,
- Role Clarity,
- Standard Operating Procedures of core processes

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

2.9.2 Evaluation of Organization Climate (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The organization climate evaluation survey is a standardized performance Evaluation of Organization Climate as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of the KPI is to ensure that there is a conducive organization climate that motivates and commits the faculty members and staffs to accomplish the value to be created and delivered to the students. The key areas of coverage or parameters for the development of the survey instrument normally contain:

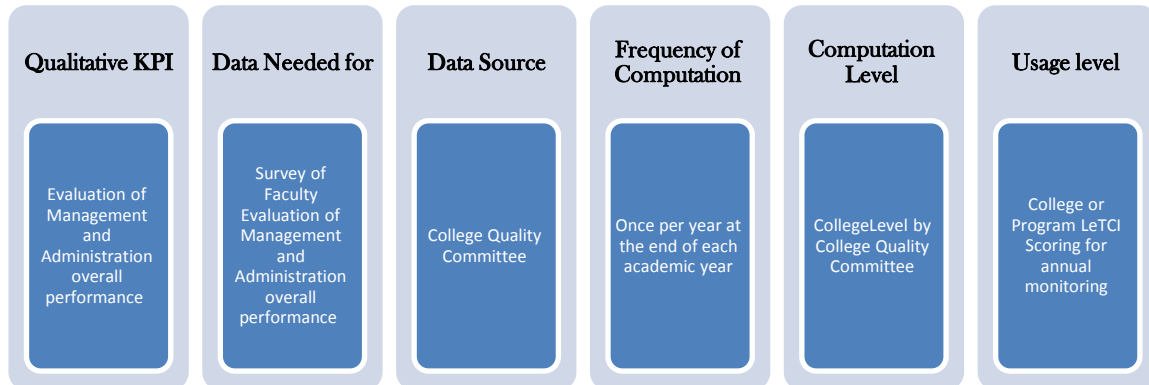
- Conducive work environment and support infrastructure
- Communication flow,
- Work Motivation,
- Faculty and Staffs' Welfare, Incentives and development,
- Performance Appraisal policy, procedures and Performance feedback,
- Participation and autonomy in work flexibility and innovations.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

2.9.3 Evaluation of Management and Administration overall performance (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and	College Quality	

	action plan	Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The evaluation survey is a standardized performance Evaluation of Management and Administration overall performance as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that there is a transparent set of management capabilities and capacities supported with an efficient administrative system to accomplish and achieve the mission and goals of the college and programs. The key areas of coverage or parameters for the development of the survey instrument normally contain:

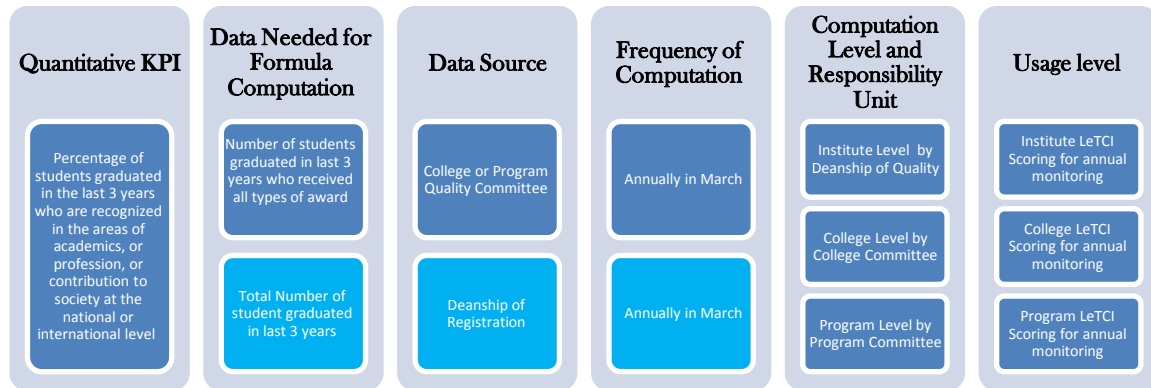
- Management Capability in planning, organizing, communicating, coordinating and controlling,
- Administrative Facilitation and service support efficiency,
- Availability of resources and Effectiveness of facilities available,
- Equity and appeals management

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

3.6.1 Percentage of students graduated in the last 3 years who are recognized in the areas of academics, or profession, or contribution to society at the national or international level (% and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Program Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of students graduated in last 3 years who received all types of award}}{\text{Total Number of student graduated in last 3 years}} \times 100$$

4. KPI Data required for Formulae computation

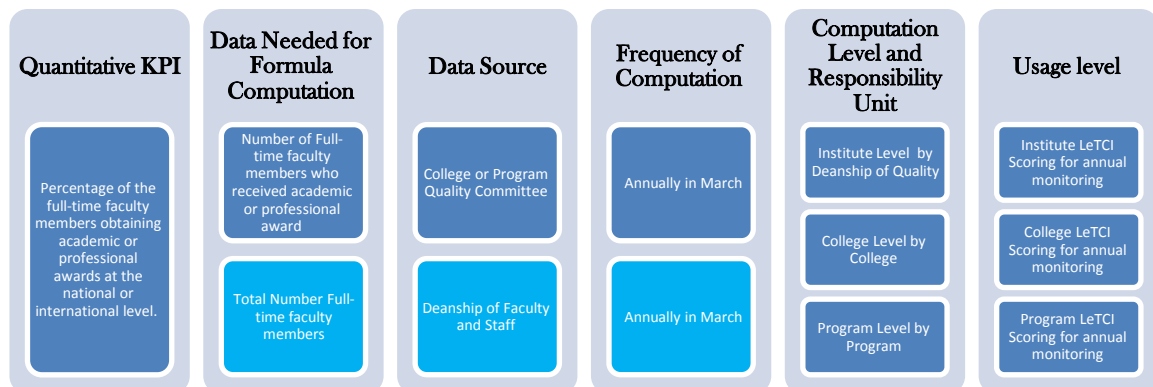
- The numbers of students graduated who receive all types of award refer to those who have graduated within the last 3 years. An award that had been counted in the previous academic year should not be used in the computation again. The award can be an award in any type or category of academics, professional, contribution to society or service or achievements at the national or international level.
- The total number of students graduated in the last 3 years has the same definition above. The students include the student count in the institution, college or programs who have graduated within 3 years.

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 0.01 % < 0.015 % achievement
Level 2	✓ 0.015 % < 0.030 % achievement
Level 3	✓ 0.030 % < 0.045 % achievement
Level 4	✓ 0.045 % < 0.060 % achievement
Level 5	✓ 0.060 % < 0.080 % achievement
Level 6	✓ 0.080 % - 0.100 % achievement

3.6.2 Percentage of the full-time faculty members obtaining academic or professional awards at the national or international level. (% and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Program Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Full-time faculty members who received academic or professional award}}{\text{Total Number Full-time faculty members}} \times 100$$

4. KPI Data required for Formulae computation

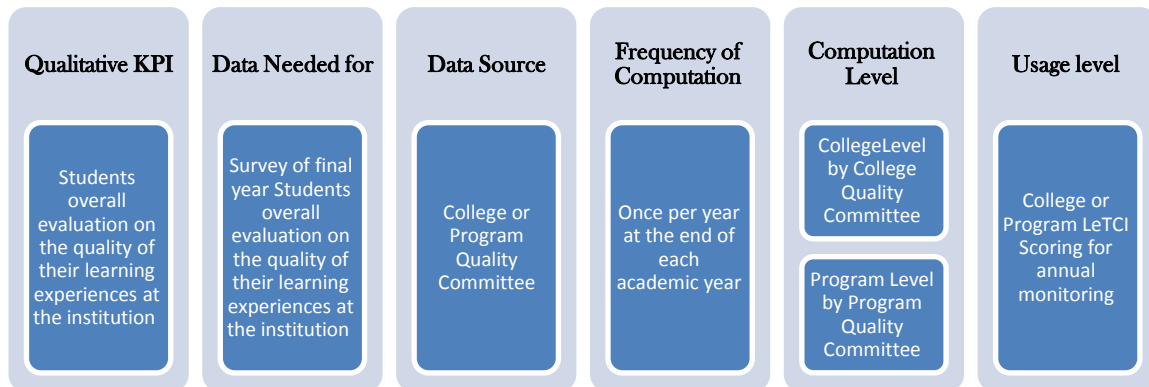
- The number of full-time faculty members who received academic or professional awards is that faculty who are active faculty members of the institution, college, programs or administrative units who have received academic or professional recognition at the national or international levels. The faculty members are all those who have a full time status with the institution, college, programs or academic assigned to administrative units. The faculty members can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are on study leaves or academic leaves for pursuing their advance studies.
- The definition for the full-time faculty member is the same as above, except that the data needed is the total number of faculty members in the institution, college, programs or administrative units.

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 0.01 % < 0.015 % achievement
Level 2	✓ 0.015 % < 0.030 % achievement
Level 3	✓ 0.030 % < 0.045 % achievement
Level 4	✓ 0.045 % < 0.060 % achievement
Level 5	✓ 0.060 % < 0.080 % achievement
Level 6	✓ 0.080 % - 0.100 % achievement

3.6.3 Students overall evaluation on the quality of their learning experiences at the institution (Average rating of the overall quality of their program on a five point scale in an annual survey of final year students) (NCAAA 1 - Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet

6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The learning experience evaluation survey is a standardized performance Students overall evaluation on the quality of their learning experiences at the institution as perceived by the students of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the students' perception. The aim of this KPI is to ensure that the key learning experience that the students encounter in their learning systems to achieve their desired learning outcomes are efficient and effective. The key areas of coverage or parameters for the development of the survey instrument normally contain:

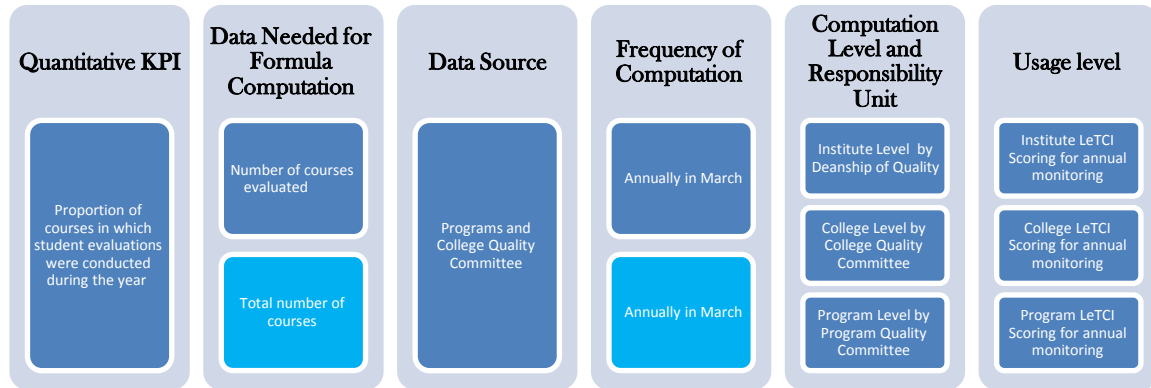
- o **Learning Domain:** Learning Environment, Learning Administration, Learning Support,
- o **Program Domain:** Program Structure, Program Delivery, Program Assessment, Academic Advising and Personal Counseling, Appeals mechanisms.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

3.6.4 Proportion of courses in which student evaluations were conducted during the year (NCAAA 2 - Proportion and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Program Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of courses evaluated}}{\text{Total number of courses}}$$

4. KPI Data required for Formulae computation

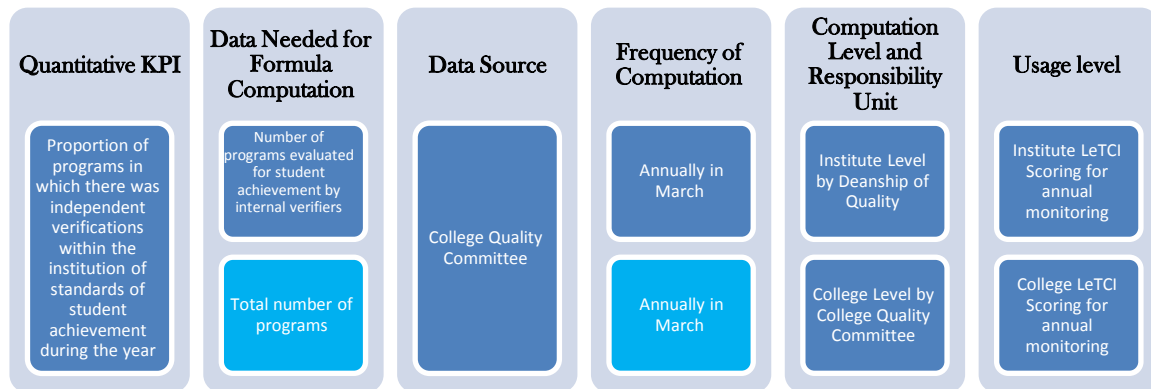
- The number of courses evaluated is the courses that are assessed annually by students based on the relevant questionnaire prepared by the Deanship of Quality. This is carried out on the program/ college/institution levels.
- The total number of courses refers to all courses that are annually registered by students at the program/ college/institution levels.

5. KPI Criteria (Levels {Le} equivalence based on Proportion)

Level 1	✓	0.01 < 0.15	achievement
Level 2	✓	0.15 < 0.30	achievement
Level 3	✓	0.30 < 0.45	achievement
Level 4	✓	0.45 < 0.60	achievement
Level 5	✓	0.60 < 0.80	achievement
Level 6	✓	0.80 < 1.00	achievement

3.6.5 Proportion of programs in which there was independent verifications within the institution of standards of student achievement during the year. (NCAA 3 - Proportion and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form

2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of programs evaluated for student achievement by internal verifiers}}{\text{Total number of programs}}$$

4. KPI Data required for Formulae computation

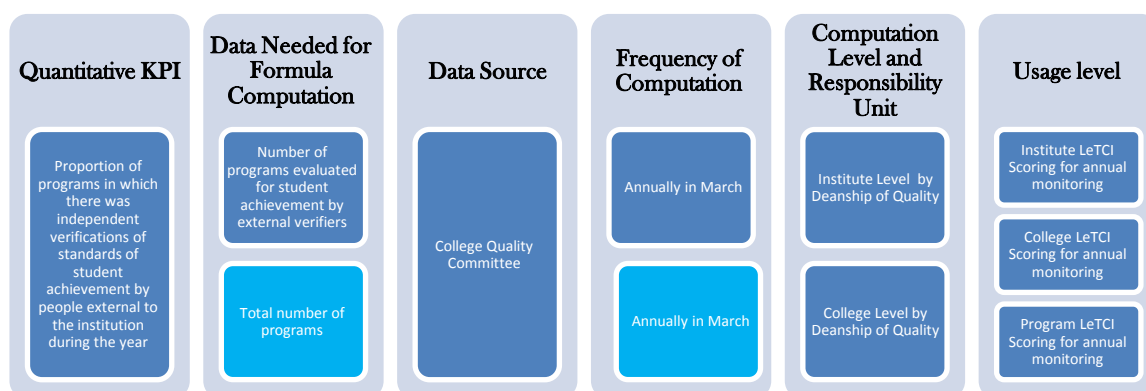
- The number of programs that has independent verifications is the programs that are verified or assessed for student achievements annually by experts from outside the program/ college/institution being assessed according to the criteria of the KSU-QMS. Internal verifications using experts within the program/college/institution for the same program or college is not counted, but experts from another program or college conducting independent verifications can be counted.
- The total number of programs refers to all programs that have active enrolled students in an academic year at the level of program/college/institution levels.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓	0.01 < 0.15	achievement
Level 2	✓	0.15 < 0.30	achievement
Level 3	✓	0.30 < 0.45	achievement
Level 4	✓	0.45 < 0.60	achievement
Level 5	✓	0.60 < 0.80	achievement
Level 6	✓	0.80 < 1.00	achievement

3.6.6 Proportion of programs in which there was independent verifications of standards of student achievement by people external to the institution during the year. (NCAAA 3 - Proportion and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	

7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of programs evaluated for student achievement by external verifiers}}{\text{Total number of programs}}$$

4. KPI Data required for Formulae computation

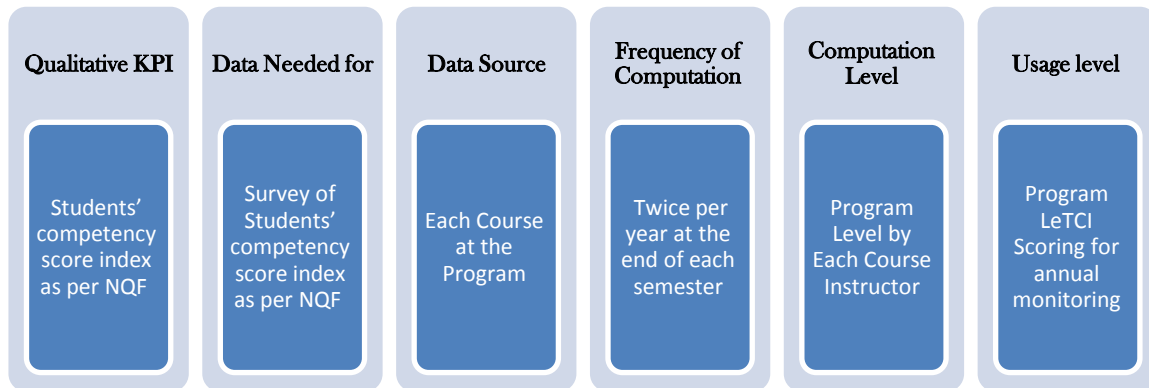
- The number of programs that has independent verifications is the programs that are verified or assessed for student achievements annually by experts from outside the program/ college/institution being assessed according to the criteria of the KSU-QMS. The verifying, evaluating or assessing experts must be outside of the program/college/institution.
- The total number of programs refers to all programs that have active enrolled students in an academic year at the level of program/college/institution levels.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0.01 < 0.15 achievement
Level 2	✓ 0.15 < 0.30 achievement
Level 3	✓ 0.30 < 0.45 achievement
Level 4	✓ 0.45 < 0.60 achievement
Level 5	✓ 0.60 < 0.80 achievement
Level 6	✓ 0.80 < 1.00 achievement

4.12.1 Students' competency score index as per NQF (Means average and Level achieved)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The Competency Index evaluation survey or the competency Index measure is a standardized evaluation of the Students' competency score index as per NQF of each course as perceived by the students. If it is a survey instrument developed based on the parameters of defined competency, this is normally scaled on a 5-point Likert Scale to get the means average score of the students' perception or competency measured on the Index. If it is a series of specific outcomes tests, the test should be standardized to a 5 point score Index. The aim of this KPI is to ensure that the minimum competency sets of the students as defined in the NQF of KSA are met and to deliver beyond the minimum qualification and competency sets to ensure a total and competent graduate. The key areas of coverage or parameters for the development of the survey instrument or the Competency Score Index normally contain:

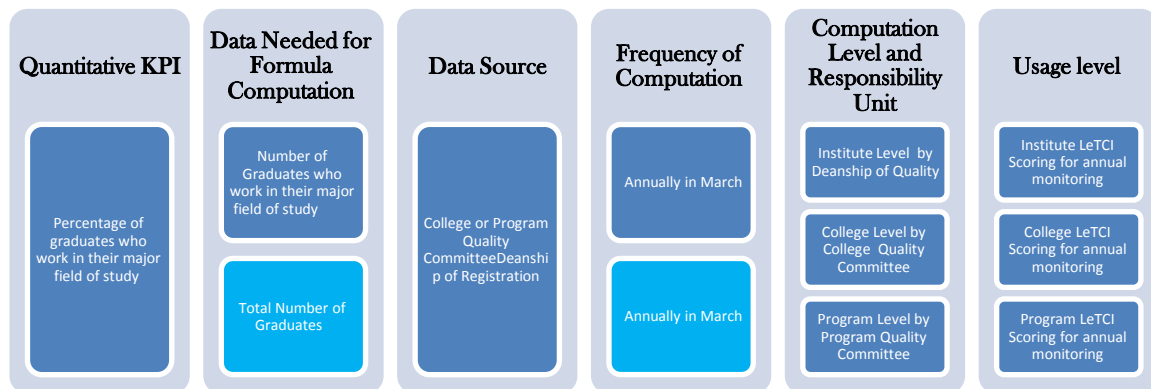
- Subject knowledge and skills
- critical thinking and analytical skills
- professional Ethics, Moral and Values
- information literacy
- cognitive (conscious intellectual activity of thinking, reasoning, remembering, imagining) skills
- communication and interpersonal skills

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey or Score Index)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

4.12.2 Percentage of graduates who work in their major field of study (% and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Graduates who work in their major field of study}}{\text{Total Number of Graduates}} \times 100$$

4. KPI Data required for Formulae computation

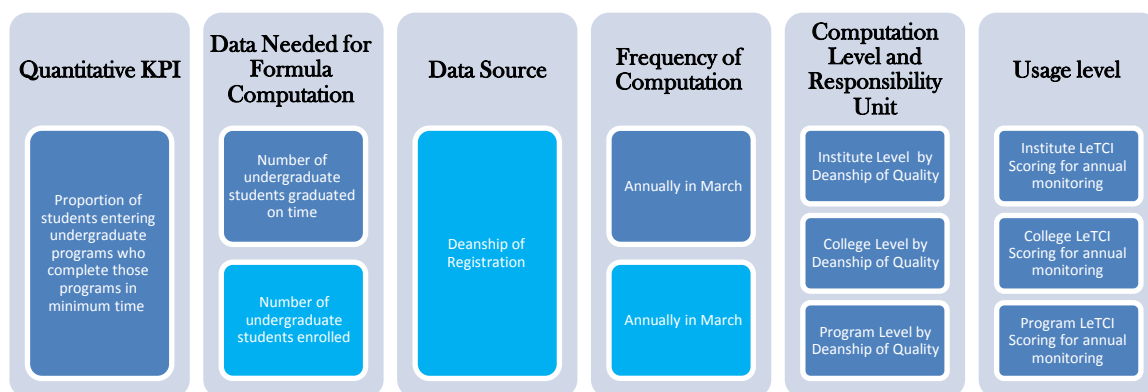
- The Number of Graduates who work in their major field of study upon completion of all institutional, college or programs requirements are those who work in areas utilizing their major area of study or specialization. Work here considers only a full time status with a monthly salaried job, as part-time jobs assignments and taking leaves for further studies are not included. A full time job status in the family operated firm that utilizes the areas of study can be included.
- The Total Number of Graduates includes all those who have graduated with a Baccalaureate and/or Masters and/or Doctoral degree and only those who have graduated within one year are included.

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 0 % < 30 % achievement
Level 2	✓ 30 % < 45 % achievement
Level 3	✓ 45 % < 65 % achievement
Level 4	✓ 65 % < 75 % achievement
Level 5	✓ 75 % < 90 % achievement
Level 6	✓ 90 % - 100 % achievement

4.12.3 Proportion of students entering undergraduate programs who complete those programs in minimum time (NCAAA 9 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is	College Board of	Self-Study Report

	rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	Assessor	
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of undergraduate students graduated on time}}{\text{Number of undergraduate students enrolled}}$$

4. Data required for Formulae computation

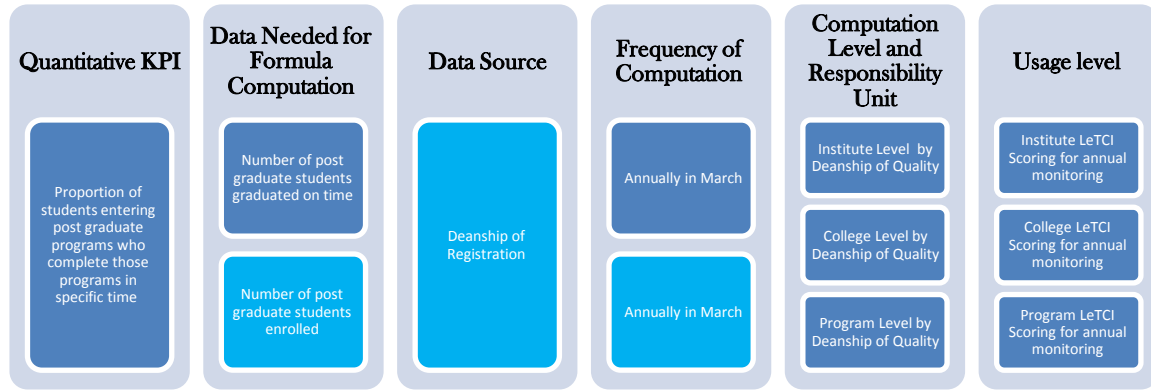
- The number of undergraduate students graduated on time is those who successfully succeed in all courses required to get their academic degree, in the minimum allowed period of the levels of the undergraduate program.
- The total number of enrolled students is all students who are registered and actually started the undergraduate program.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓	0.01 < 0.15	achievement
Level 2	✓	0.15 < 0.30	achievement
Level 3	✓	0.30 < 0.45	achievement
Level 4	✓	0.45 < 0.60	achievement
Level 5	✓	0.60 < 0.80	achievement
Level 6	✓	0.80 < 1.00	achievement

4.12.4 Proportion of students entering post graduate programs who complete those programs in specific time (NCAAA 10 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of post graduate students graduated on time}}{\text{Number of post graduate students enrolled}}$$

4. Data required for Formulae computation

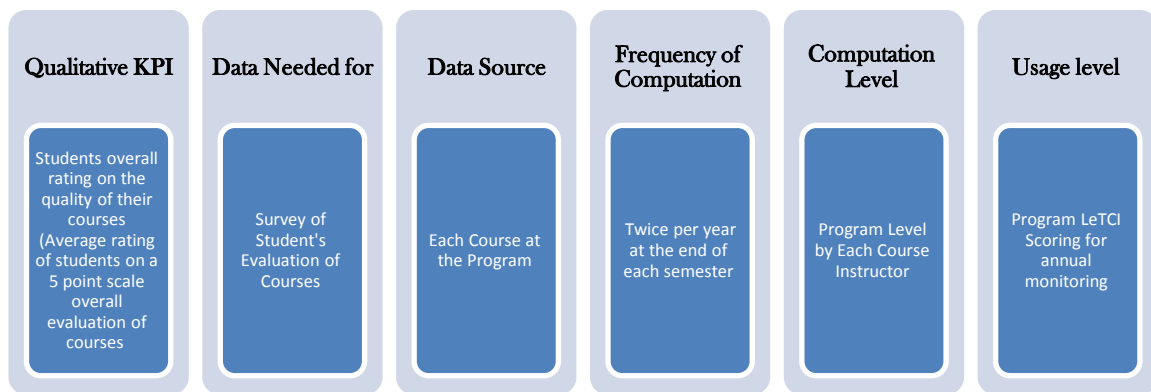
- The number of post graduate students graduated on time is those who successfully succeed in all course work, passed thesis / dissertation, passed comprehensive examinations required to get their academic degree, in the specified period of the levels of the post graduate program.
- The total number of enrolled students is all students who are registered and actually started the post graduate program.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓	0.01 < 0.15 achievement
Level 2	✓	0.15 < 0.30 achievement
Level 3	✓	0.30 < 0.45 achievement
Level 4	✓	0.45 < 0.60 achievement
Level 5	✓	0.60 < 0.80 achievement
Level 6	✓	0.80 < 1.00 achievement

4.12.5 Students overall rating on the quality of their courses (Average rating of students on a 5 point scale overall evaluation of courses (NCAAA 6 - Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing	Deanship of Quality KPI Assessment	Common Dataset Form

	Environment.	Unit	
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The course evaluation survey is a standardized evaluation of the quality of each course as perceived by the students. This is normally scaled on a 5-point Likert Scale to get the means average score of the students' perception. The aim of this KPI is to ensure that the teaching and learning mechanisms, resources and systems are efficient and effective in the creation and delivery of educational values to the students. The key areas of coverage or parameters for the development of the survey instrument normally contain:

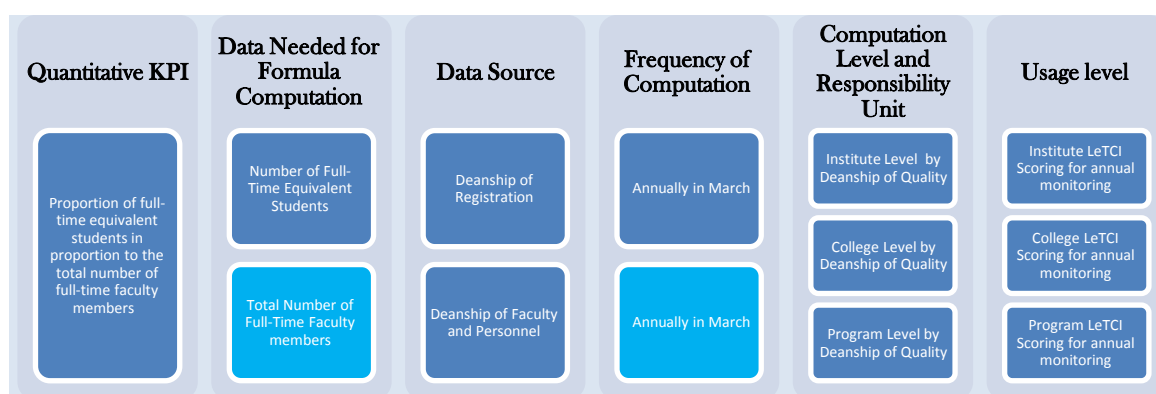
- Context Relevance to market needs and Content of Course and Organization,
- Student Learning Outcomes defined and achieved
- Competency of Instructor in developing student's Learning as intended,
- Teaching materials,
- Teaching Methods and Quality of Delivery,
- Learning Resources,
- Learning and classroom environment and facilities
- Teaching and Learning Assessment,
- Availability of Instructor for consultation.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

4.12.6 Proportion of full-time equivalent students in proportion to the total number of full-time faculty members (NCAAA 5 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	

7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Full-Time Equivalent Students}}{\text{Total Number of Full-Time equivalent Faculty members}}$$

4. KPI Data required for Formulae computation

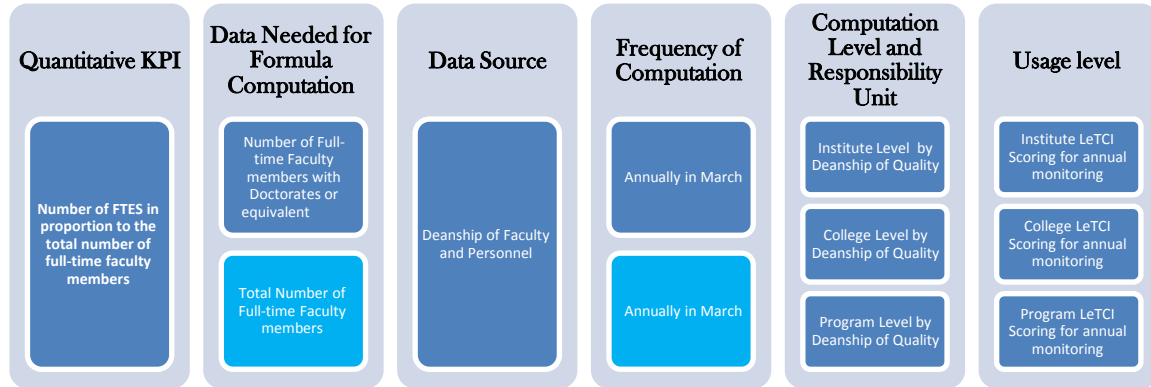
- The number of Full-time equivalent students (FTES) is all the students who are regular enrolments in a 4 year Baccalaureate degree program except those that requires five year program and an additional year of internship. Those who are in the Part – time program are not included in this count. This does not include programs that offer certificate or diplomas. Part – time students, students registered in certificate or diploma programs are not included in the computation of the FTES.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 100 : 1
Level 2	✓ 80 : 1
Level 3	✓ 60 : 1
Level 4	✓ 40 : 1
Level 5	✓ 20 : 1
Level 6	✓ 10 : 1

4.12.7 Percentage of full-time faculty members holding Doctoral degrees or equivalent in proportion to the total number of full-time faculty members (NCAAA 7 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Full-time Faculty members with Doctorates or equivalent}}{\text{Total Number of Full-time Faculty members}} \times 100$$

4. KPI Data required for Formulae computation

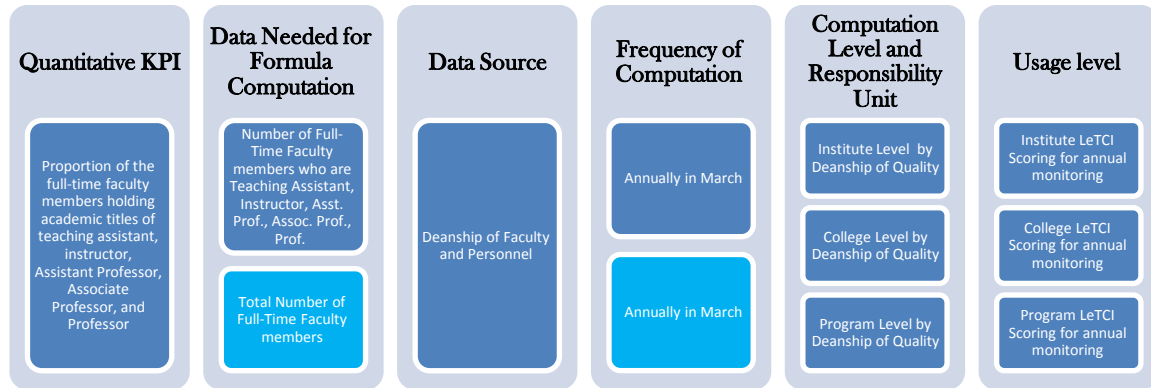
- The Number of Full-Time Faculty members with a Doctoral degree are those faculty members who have a full time status with the institution, college, programs or academic assigned to administrative units and have a doctoral degree as issued by a higher education institution or a professional body accepted as an equivalent to a doctoral degree. This can include the researchers in the administrative unit who have a faculty member status and a doctoral degree, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are on study leaves or academic leaves for pursuing their advance studies.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the or academic assigned to administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0 % < 30 % achievement
Level 2	✓ 30 % < 45 % achievement
Level 3	✓ 45 % < 65 % achievement
Level 4	✓ 65 % < 75 % achievement
Level 5	✓ 75 % < 90 % achievement
Level 6	✓ 90 % - 100 % achievement

4.12.8 Proportion of the full-time faculty members holding academic titles of teaching assistant, instructor, Assistant Professor, Associate Professor, and Professor. (Proportion and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the	Program Quality Committee	Self-Study Report

development plan to address the result for continuous improvements.

3. KPI Formulae Computation

(Number of Full-Time Faculty members WORKING AS) Teaching Assistant : Instructor : Asst. Prof : Assoc. Prof : Prof.

4. KPI Data required for Formulae computation

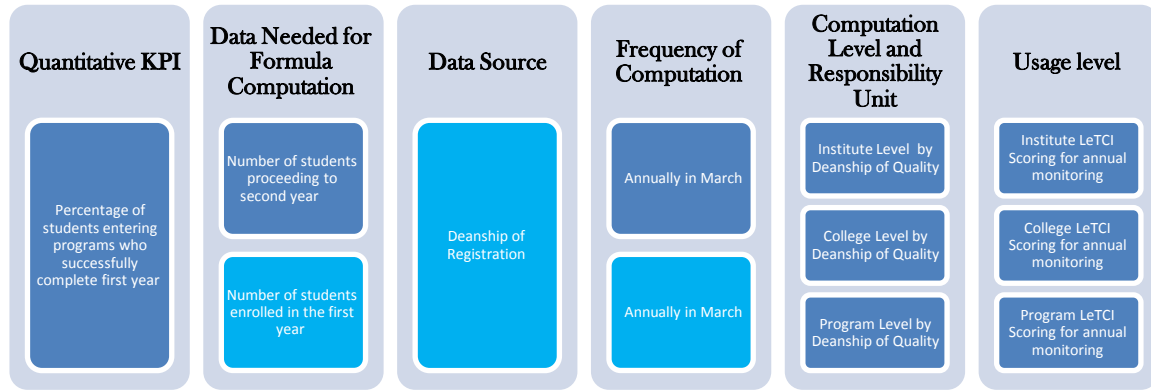
- The Number of Full-Time Faculty members who are Teaching Assistant, Instructor, Assistant Professor, Associate Professor, Professor are those faculty members who have a full time status with the institution, college, programs or academic assigned to administrative units and have achieved these academic ranks or status. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are on study leaves or academic leaves for pursuing their advance studies.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are on study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Level 1	✓	10 : 60 : 35 : 5 : 0
Level 2	✓	10 : 50 : 30 : 10 : 0
Level 3	✓	5 : 40 : 30 : 20 : 5
Level 4	✓	5 : 35 : 35 : 20 : 5
Level 5	✓	5 : 30 : 35 : 25 : 10
Level 6	✓	0 : 30 : 30 : 30 : 10

4.12.9 Percentage of students entering programs who successfully complete first year (NCAAA 8 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of students proceeding to second year}}{\text{Number of students enrolled in the first year}} \times 100$$

4. KPI Data required for Formulae computation

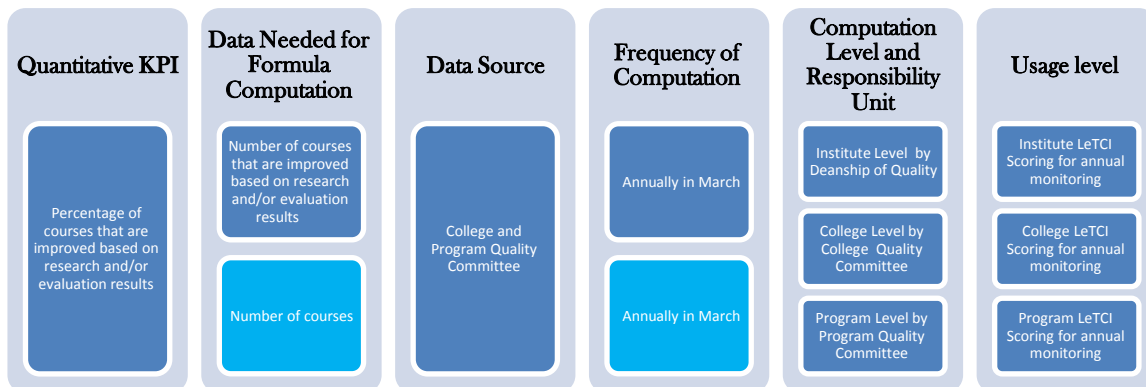
- The number of students proceeding to the second year is those who successfully succeed in all courses at the two semesters of the first year of the program (after their enrollment in the academic programs at the colleges).
- The total number of enrolled students in the first year is all students who are registered and actually started the first year of the program (after the Preparatory Year).

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 1 % < 10 % achievement
Level 2	✓ 10 % < 25% achievement
Level 3	✓ 25 % < 45 % achievement
Level 4	✓ 45 % < 65 % achievement
Level 5	✓ 65 % < 80 % achievement
Level 6	✓ 80 % - 100 % achievement

4.12.10 Percentage of courses that are improved based on research and/or evaluation results. (Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI	Program Quality	

3	formulation Analyze the computed KPI and its result and develop action plan for improvement, if needed	Committee Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of courses that are improved based on research and/or evaluation results}}{\text{Number of courses}} \times 100$$

4. KPI Data required for Formulae computation

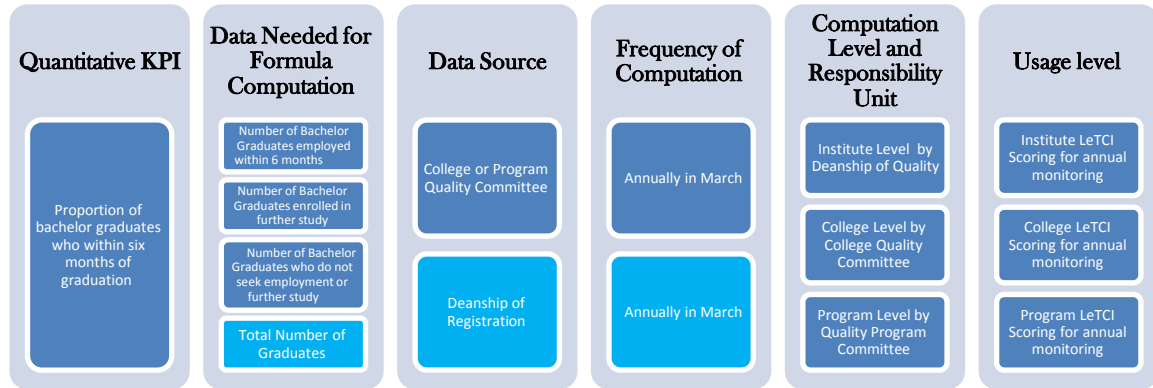
- The number of courses that are improved based on research and/or evaluation results is those which were improved as a response to action or empirical based research results or evaluation results conducted by teaching staff and/or specialized centers and units in the university. This is applied to the courses that have registered students on the program, college and institution levels.
- The total number of courses are the courses that have active registered students at the program, college and institution levels

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 1 % < 5 % achievement
Level 2	✓ 5 % < 10 % achievement
Level 3	✓ 10 % < 20 % achievement
Level 4	✓ 20 % < 30 % achievement
Level 5	✓ 30 % < 40 % achievement
Level 6	✓ 40 % - 100 % achievement

4.12.11 Proportion of bachelor graduates who within six months of graduation are (NCAAA 11 - Ratio and Level achieved based on survey):
 (a) employed
 (b) enrolled in further study
 (c) not seeking employment or further study

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Bachelor Graduates employed within 6 months}}{\text{Total Number of Graduates}}$$

$$\frac{\text{Number of Bachelor Graduates enrolled in further study}}{\text{Total Number of Graduates}}$$

$$\frac{\text{Number of Bachelor Graduates who do not seek employment or further study}}{\text{Total Number of Graduates}}$$

4. KPI Data required for Formulae computation

- The Number of Bachelor Graduates employed within 6 months of graduation includes only the Baccalaureate degree students who have graduated within 6 months from the date of their completion of all institutional, college or programs requirements.
- Employment here considers only a full time status with a monthly salaried job, as part-time jobs assignments and taking leaves for further studies are not included. A full time job status in the family operated firm can be included.
- Further studies here consider only a full time status study in higher degree or baccalaureate degree in other specializations.
- Not seeking employment or further study are those who do not desire to find work or plan to continue their study. This does not include those who are actively seeking employment or planning to study but are awaiting confirmation or in the process of applications.
- The Total Number of Bachelor Graduates includes all those who have graduated with a Baccalaureate degree and only those who have graduated within 6 months are included.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Levels for Formula # 1 and 2 only

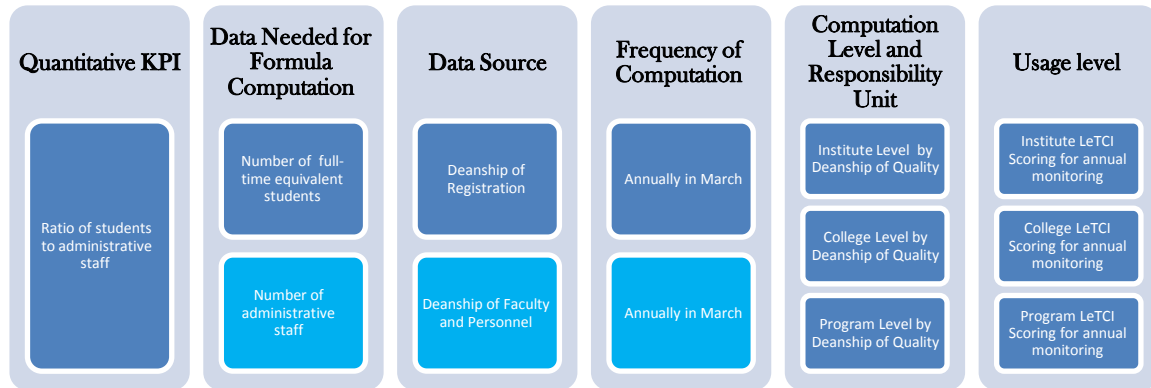
Level 1	✓	0.01 < 0.15	achievement
Level 2	✓	0.15 < 0.30	achievement
Level 3	✓	0.30 < 0.45	achievement
Level 4	✓	0.45 < 0.60	achievement
Level 5	✓	0.60 < 0.80	achievement
Level 6	✓	0.80 < 1.00	achievement

Levels for Formula # 3 only

Level 1	✓	0.80 > 1.00	achievement
Level 2	✓	0.60 > 0.80	achievement
Level 3	✓	0.45 > 0.60	achievement
Level 4	✓	0.30 > 0.45	achievement
Level 5	✓	0.15 > 0.30	achievement
Level 6	✓	0.01 > 0.15	achievement

5.7.1 Ratio of students to administrative staff (NCAAA 12 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of full-time equivalent students}}{\text{Number of administrative staff}}$$

4. KPI Data required for Formulae computation

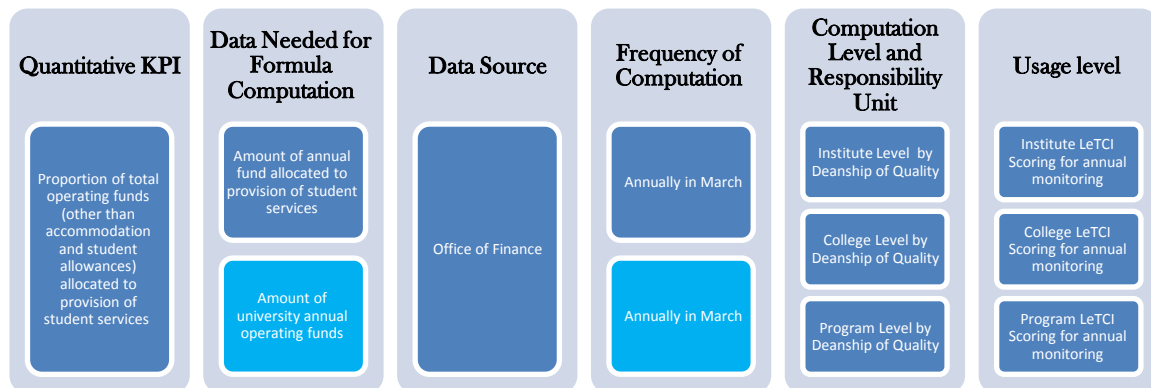
- The number of Full-time equivalent students (FTES) is all the students who are regular enrolments in a 4 year Baccalaureate degree program except those that requires a five year program and an additional year of internship. Those who are in the Part - time program are not included in this count. This does not include programs that offer certificate or diplomas. Part - time students, students registered in certificate or diploma programs are not included in the computation of the FTES.
- The number of administrative staff is those whose core job responsibilities are in administrative work. Academic or researchers in the administrative unit who have a faculty member status, or are attached research centers elsewhere are excluded. This does not include those administrative staffs that are on study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Level 1	✓ 03 : 1 achievement
Level 2	✓ 10 : 1 achievement
Level 3	✓ 15 : 1 achievement
Level 4	✓ 20 : 1 achievement
Level 5	✓ 25 : 1 achievement
Level 6	✓ 30 : 1 achievement

5.7.2 Proportion of total operating funds (other than accomodation and student allowances) allocated to provision of student services (NCAA 13 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Amount of annual fund allocated to provision of student services}}{\text{Amount of university annual operating funds}}$$

4. KPI Data required for Formulae computation

- The amount of annual fund allocated to provision of student services comprises all annual expenditures on student services including clubs, sports, social events, photocopying and printing instruments,....etc. This does not include accommodation and student allowances.
- The amount of university annual operating expenditure includes all types of annual expenditures by the university whether on teaching and learning, research, community

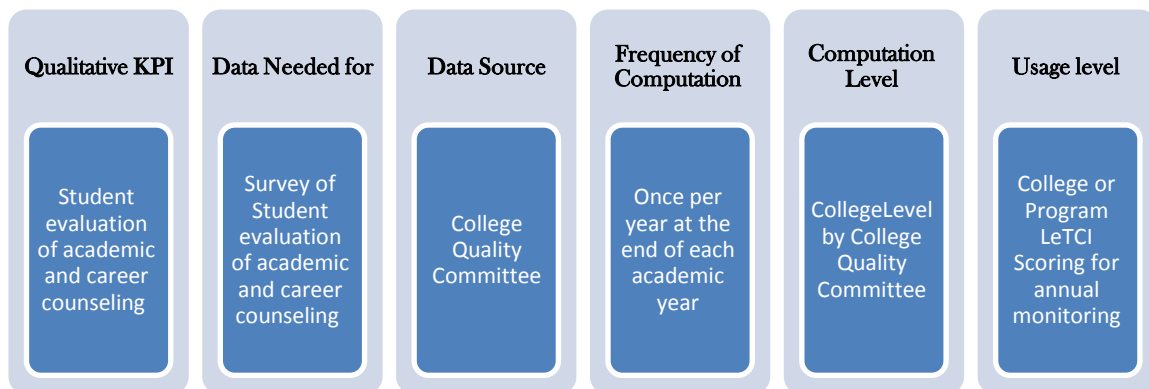
services, administration, support and service infrastructure, etc. This does not include expenditure on physical assets and plants or facilities.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Level 1	✓	0.00 < 0.015	achievement
Level 2	✓	0.015 < 0.030	achievement
Level 3	✓	0.030 < 0.045	achievement
Level 4	✓	0.045 < 0.060	achievement
Level 5	✓	0.060 < 0.080	achievement
Level 6	✓	0.080 and above	achievement

5.7.3 Student evaluation of academic and career counseling (Average rating on the adequacy of academic and career counseling on a five point scale in an annual survey of final year students) (NCAAA 14 - Means average and Level accomplished based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet

5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The counseling evaluation survey is a standardized evaluation of satisfaction from academic and career counseling as perceived by the students of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the students' perception. The aim of this KPI is to ensure that the students are supported efficiently and effectively with a counseling system that supports and supplement their academic endeavors. The key areas of coverage or parameters for the development of the survey instrument normally contain:

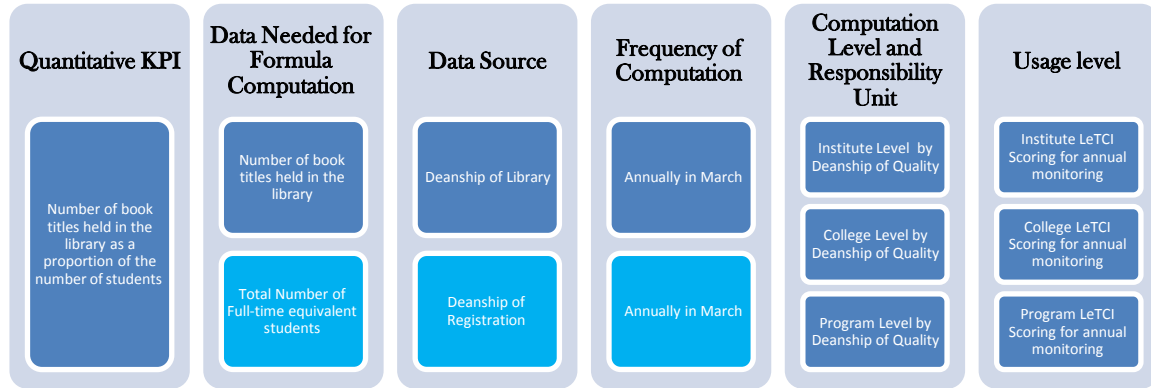
- o Availability and desired value of services,
- o Effectiveness and efficiency,
- o Utility (usefulness, helpfulness,
- o Individual Experience (with further sub-heads),
- o Desired results and traits in advisor.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

6.5.1 Number of book titles held in the library as a proportion of the number of students (NCAAA 15 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of book titles held in the library}}{\text{Total Number of Full-time equivalent students}}$$

4. KPI Data required for Formulae computation

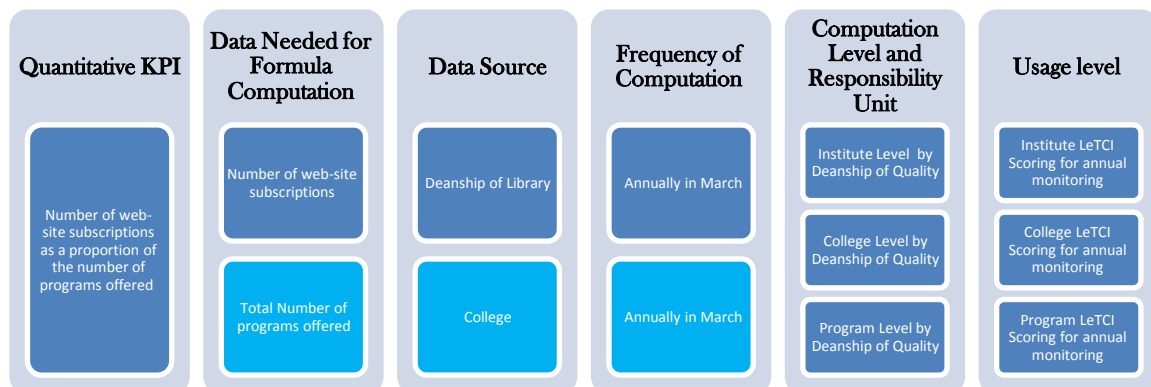
- Number of book titles held in the library is all titles held in the central library, satellite libraries and college libraries of the university. When the computation is carried out on the program or college level, only titles in the student specialization specific to a program or college are considered.
- The number of Full-time equivalent students (FTES) is all the students who are regular enrolments in a 4 year Baccalaureate degree program except those that requires a five year program and an additional year of internship. Those who are in the Part - time program are not included in this count. The FTES is normally computed on a per credit count with the Office of Registrar. This does not include programs that offer certificate or diplomas. Part - time students, students registered in certificate or diploma programs are not included in the computation of the FTES.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Level 1	✓ 0.0 < 1 achievement
Level 2	✓ 1 < 2 achievement
Level 3	✓ 2 < 4 achievement
Level 4	✓ 4 < 6 achievement
Level 5	✓ 6 < 8 achievement
Level 6	✓ 8 and above achievement

6.5.2 Number of web-site subscriptions as a proportion of the number of programs offered (NCAA 16 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to College Quality Committee	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of web-site subscriptions}}{\text{Total Number of programs offered}}$$

4. KPI Data required for Formulae computation

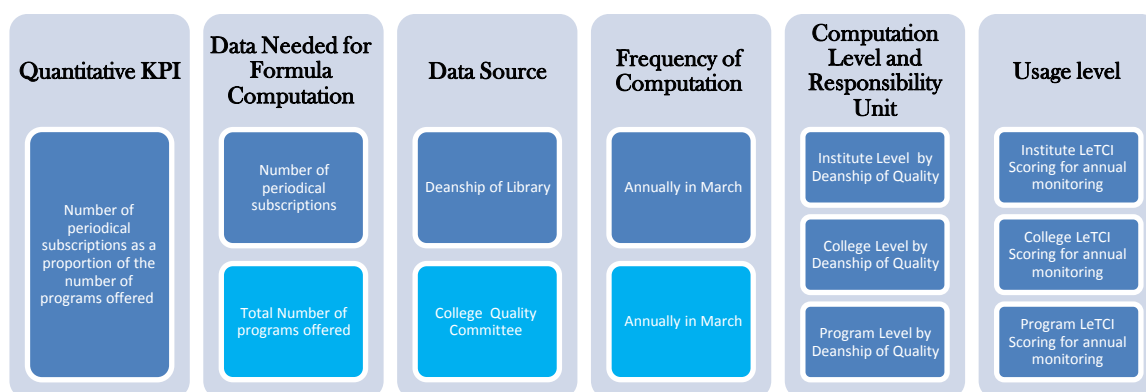
- Number of web-site subscriptions comprises of all web-site subscriptions of the university, colleges or programs levels. When the computation is carried out on the program or college level, only subscriptions in the student specialization specific to a program or college are considered.
- The number of programs offered is only the 4 year Baccalaureate degree programs except those that require a five year program and an additional year of internship.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Level 1	✓ 0.00 < 5 achievement
Level 2	✓ 5 < 10 achievement
Level 3	✓ 10 < 15 achievement
Level 4	✓ 15 < 20 achievement
Level 5	✓ 20 < 25 achievement
Level 6	✓ 25 and above achievement

6.5.3 Number of periodical subscriptions as a proportion of the number of programs offered (NCAAA 17 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to College Quality Committee	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is	College Board of	Self-Study Report

	rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	Assessor	
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of periodical subscriptions}}{\text{Total Number of programs offered}}$$

4. KPI Data required for Formulae computation

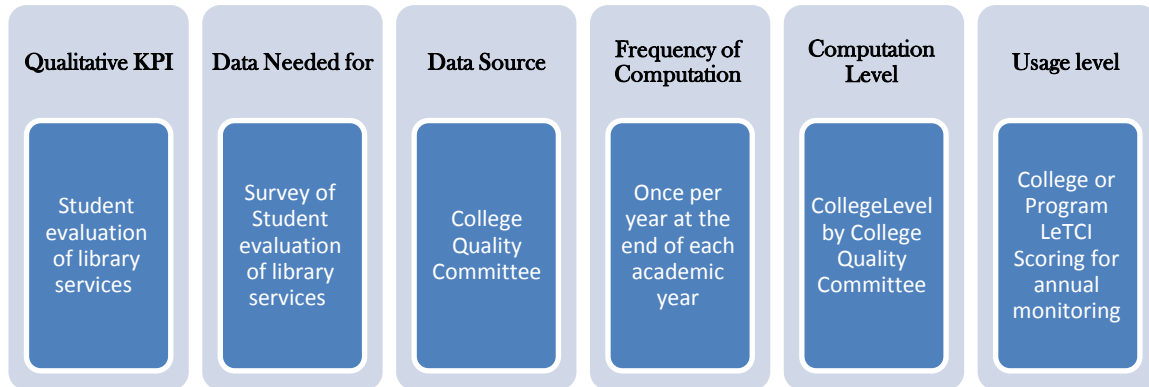
- Number of periodical subscriptions is all periodical subscriptions of the university, colleges and programs in the university. When the computation is carried out on the program or college levels, only subscriptions in the student specialization of the programs or college are considered.
- The number of programs offered is only the 4 year Baccalaureate degree programs except those that require a five year program and an additional year of internship.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0.00 < 1 achievement
Level 2	✓ 1 < 3 achievement
Level 3	✓ 3 < 6 achievement
Level 4	✓ 6 < 9 achievement
Level 5	✓ 9 < 12 achievement
Level 6	✓ 12 and above achievement

6.5.4 Student evaluation of library services (Average rating on adequacy of library services on a five point scale in an annual survey of final year students (NCAAA 18 – Means average and Level achieved based on survey))

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the	College or Program Quality Committee	Self-Study Report

development plan to address the result for continuous improvements.

3. KPI Data required for Means Average computation

The library services evaluation survey is a standardized performance evaluation of library services as perceived by the students of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the students' perception. The aim of this KPI is to ensure that the students are supported in their learning with adequate and appropriate learning resources to achieve their academic endeavors. The key areas of coverage or parameters for the development of the survey instrument normally contain:

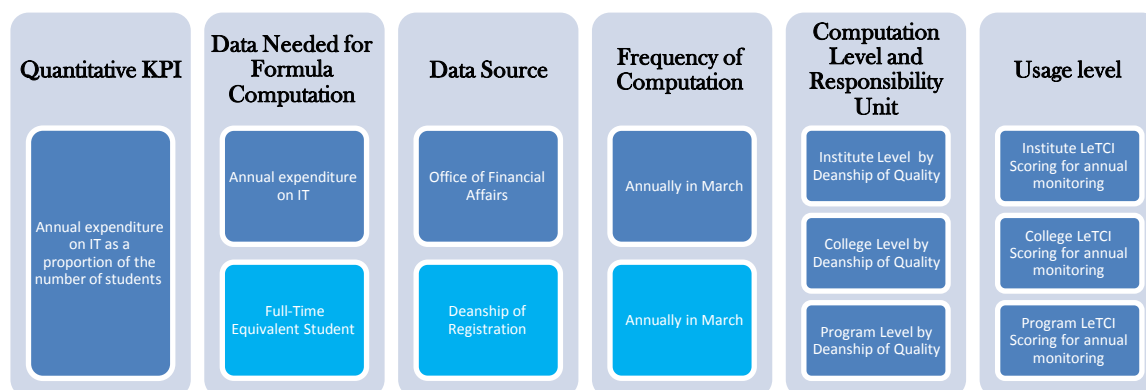
- Quality Staff Services (e.g. availability, attitude, guidance, reliability, empathy, timeliness),
- Availability, updated and accessibility of learning resources,
- Individual Experience,
- Complaint management system.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

7.6.1 Annual expenditure on IT as a proportion of the number of students (NCAAA 19 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Annual expenditure on IT}}{\text{Total Number of Full-time equivalent students}}$$

4. KPI Data required for Formulae computation

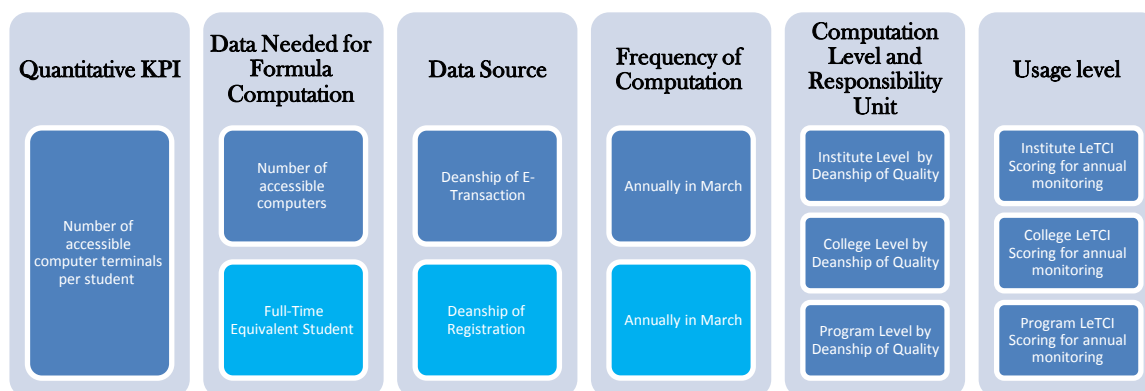
- Annual expenditure on IT includes all annual expenditures on purchasing computers, network constructions, software, etc.
- The number of Full-time equivalent students (FTES) is all the students who are regular enrolments in a 4 year Baccalaureate degree program except those that requires a five year program and an additional year of internship. Those who are in the Part - time program are not included in this count. The FTES is normally computed on a per credit count with the Office of Registrar. This does not include programs that offer certificate or diplomas. Part - time students, students registered in certificate or diploma programs are not included in the computation of the FTES.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 00 < 1500 SAR per Student achievement
Level 2	✓ 1500 < 2000 SAR per Student achievement
Level 3	✓ 2000 < 2500 SAR per Student achievement
Level 4	✓ 2500 < 3000 SAR per Student achievement
Level 5	✓ 3000 < 3500 SAR per Student achievement
Level 6	✓ 3500 and above SAR per Student achievement

7.6.2 Number of accessible computer terminals per student (NCAAA 20 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is	College Board of	Self-Study Report

	rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	Assessor	
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of accessible computers}}{\text{Total Number of Full-time equivalent students}}$$

4. KPI Data required for Formulae computation

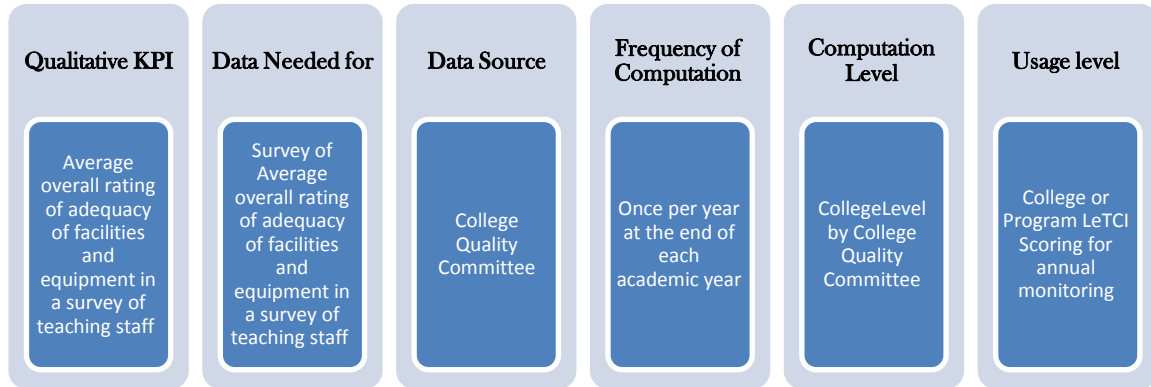
- Number of accessible computers is those available for students at their colleges, at their program or central computer labs within the college or program areas. This excludes computers in the administrative or support units.
- The number of Full-time equivalent students (FTES) is all the students who are regular enrolments in a 4 year Baccalaureate degree program except those that requires a five year program and an additional year of internship. Those who are in the Part - time program are not included in this count. The FTES is normally computed on a per credit count with the Office of Registrar. This does not include programs that offer certificate or diplomas. Part - time students, students registered in certificate or diploma programs are not included in the computation of the FTES.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓	0.01 < 0.15	achievement
Level 2	✓	0.15 < 0.30	achievement
Level 3	✓	0.30 < 0.45	achievement
Level 4	✓	0.45 < 0.60	achievement
Level 5	✓	0.60 < 0.75	achievement
Level 6	✓	0.75 < 1.00	achievement

7.6.3 Average overall rating of adequacy of facilities and equipment in a survey of teaching staff (NCAAA 21 – Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for	College or Program Quality Committee	Self-Study Report

continuous improvements.

3. KPI Data required for Means Average computation

The adequacy of facilities and equipment evaluation survey is a standardized overall rating of adequacy of facilities and equipment in a survey of teaching staff as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that the faculty members accomplish their academic endeavors within a set of conducive environment and adequate and appropriate facilities. The key areas of coverage or parameters for the development of the survey instrument normally contain:

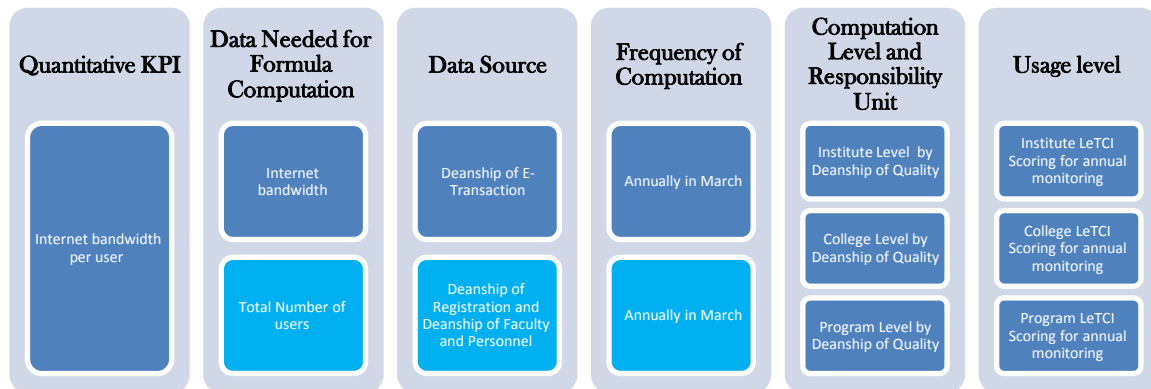
- o **In the Office:** Availability of IT equipment, Access to Digital Library, Sufficient Stationery, Internet and Communication Facilities, Communication channels,
- o **In Classroom:** Availability and accessibility of Audio Visual aids, Efficacy of Audio Visual aids, upkeep of classroom conditions.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

7.6.4 Internet bandwidth per user (NCAA 22 – Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form

2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Internet bandwidth}}{\text{Total Number of users}}$$

4. KPI Data required for Formulae computation

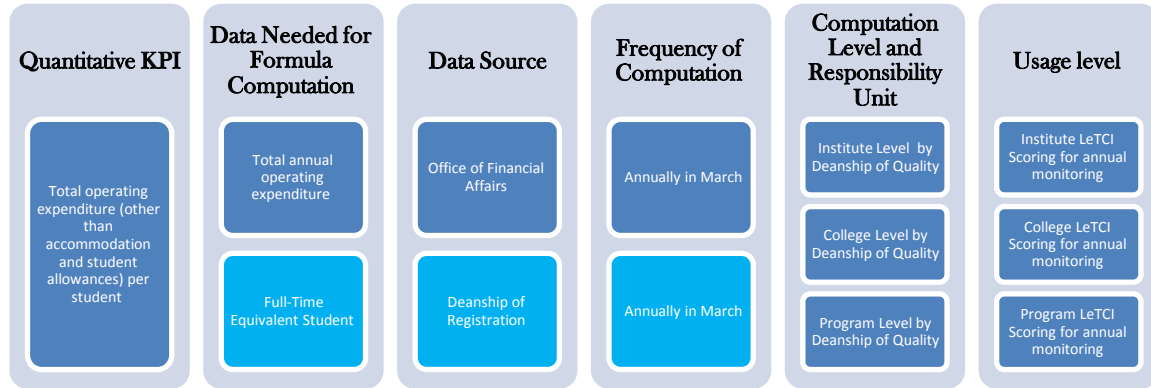
- The internet bandwidth is a technical specification of the hertz measurement in kb/s (kilobits per second) of the transmission speed or throughput of the connection to the **Internet** as provided by the central computing facilities.
- The total number of users includes full-time students, full-time faculty and administrative staff. All of these categories were defined previously.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 00 < 100 achievement
Level 2	✓ 100 < 200 achievement
Level 3	✓ 200 < 300 achievement
Level 4	✓ 300 < 400 achievement
Level 5	✓ 400 < 500 achievement
Level 6	✓ 500 and above achievement

8.4.1 Total operating expenditure (other than accommodation and student allowances) per student (NCAAA 23 – Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Total annual operating expenditure}}{\text{Total Number of Full-time equivalent students}} \times 100$$

4. KPI Data required for Formulae computation

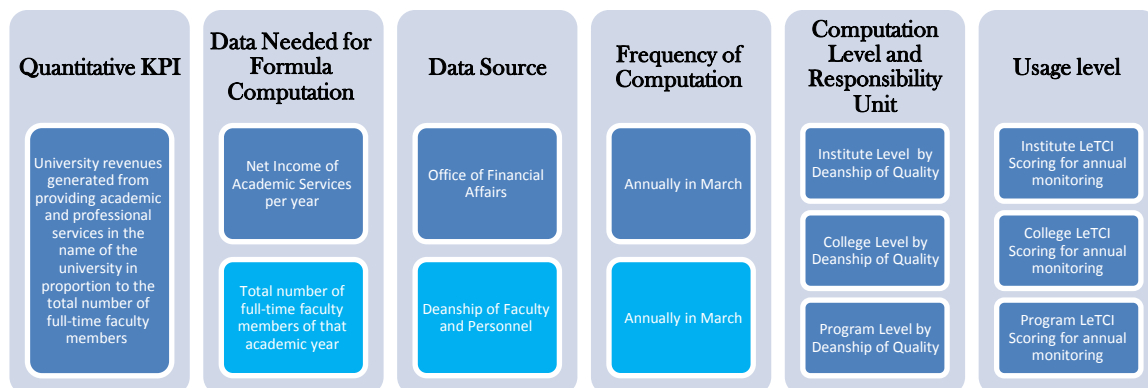
- The total annual operating expenditure includes all types of annual expenditures by the university whether on teaching and learning, research, community services, administration, support and service infrastructure, etc. This does not include expenditure on physical assets and plants or facilities.
- The number of Full-time equivalent students (FTES) is all the students who are regular enrolments in a 4 year Baccalaureate degree program except those that requires a five year program and an additional year of internship. Those who are in the Part - time program are not included in this count. The FTES is normally computed on a per credit count with the Office of Registrar. This does not include programs that offer certificate or diplomas. Part - time students, students registered in certificate or diploma programs are not included in the computation of the FTES.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 00 < 50000 SAR per student achievement
Level 2	✓ 50000 < 100000 SAR per student achievement
Level 3	✓ 100,000 < 150000 SAR per student achievement
Level 4	✓ 150000 < 200000 SAR per student achievement
Level 5	✓ 200000 < 250000 SAR per student achievement
Level 6	✓ 250000 SAR per student and above achievement

8.4.2 University revenues generated from providing academic and professional services in the name of the university in proportion to the total number of full-time faculty members (Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Net Income of Academic Services per Year}}{\text{Total Number of full - time faculty members of that academic year}}$$

4. KPI Data required for Formulae computation

- The net incomes of academic services of the institution, college or programs include those services offered to other external stakeholders at a fee. These academic services can include consultation, service fees, or fees paid for academic services like training, being members of external committees, etc., etc).
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This

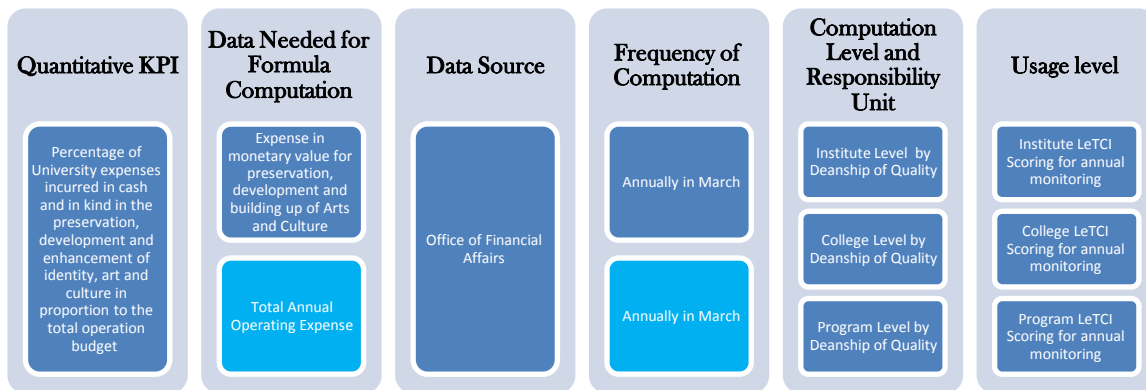
does not include those who are on study or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 00 < 25000 per faculty achievement
Level 2	✓ 25000 < 50000 per faculty achievement
Level 3	✓ 50000 < 60000 per faculty achievement
Level 4	✓ 60000 < 70000 per faculty achievement
Level 5	✓ 70000 < 80000 per faculty achievement
Level 6	✓ 80000 per faculty and above achievement

8.4.3 Percentage of University expenses incurred in cash and in kind in the preservation, development and enhancement of identity, art and culture in proportion to the total operation budget (% and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to	Head of	KPI Analysis sheet

5	Department Council Recommendation and approval	Department Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Expense in monetary value for the preservation, Development, and Building up of Arts and Culture}}{\text{Total Annual Operating Expense}} \times 100$$

4. KPI Data required for Formulae computation

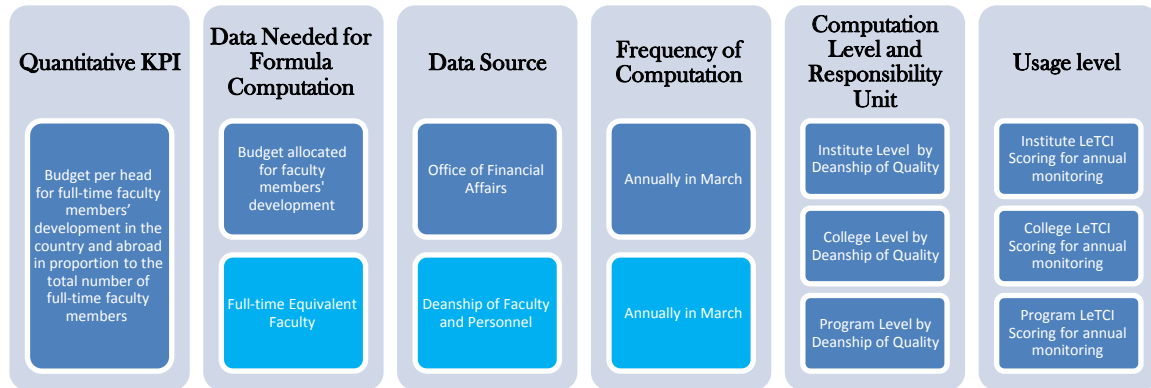
- The total expenditure in monetary terms is the estimation in cash and kind that have been expended for the preservation, development and the continuation of arts and culture. This does not include those cash or kinds that have been received by the donations from external sources.
- The total annual operating expenditure includes all types of annual expenditures by the university whether on teaching and learning, research, community services, administration, support and service infrastructure, etc. This does not include expenditure on physical assets and plants or facilities.

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 0.01 % < 0.50 % achievement
Level 2	✓ 0.50 % < 1.00 % achievement
Level 3	✓ 1.00 % < 1.50 % achievement
Level 4	✓ 1.50 % < 2.00 % achievement
Level 5	✓ 2.00 % < 2.50 % achievement
Level 6	✓ ≥ 2.50 % achievement

8.4.4 Budget per head for full-time faculty members' development in the country and abroad in proportion to the total number of full-time faculty members (SAR per capita and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for	Program Quality Committee	Self-Study Report

continuous improvements.

3. KPI Formulae Computation

$$\frac{\text{Budget allocated for Faculty Members' Development}}{\text{Number of Full Time Faculty members of that Academic Year}}$$

4. KPI Data required for Formulae computation

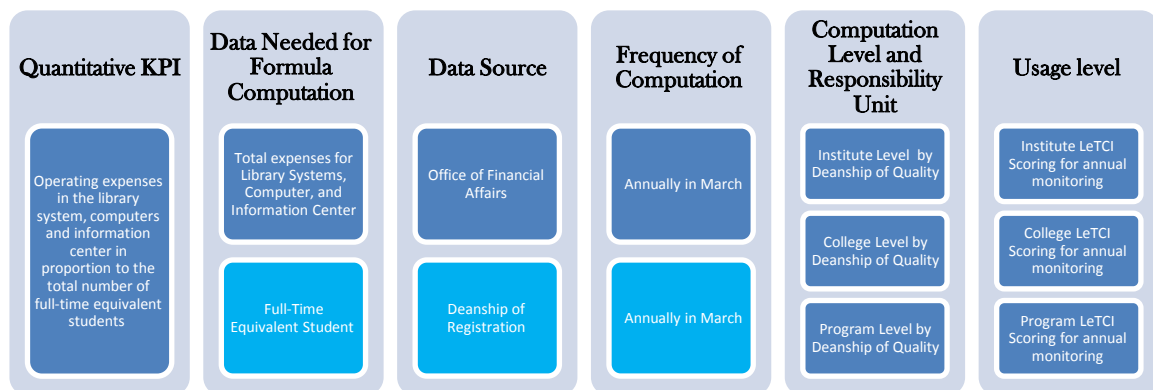
- The Number of Full-Time faculty members are those faculty members who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are on study leaves or academic leaves for pursuing their advance studies.
- The faculty members development include the expenses for the pursuit of developmental programs like short-term professional courses, seminars or attending conferences or presenting academic papers or research papers locally and internationally. This does not include the scholarship for pursuit of advanced degree at the Masters or doctoral level that if needed as additional evidence can be computed as a separate set of KPI.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 00 < 2000 SAR per faculty achievement
Level 2	✓ 2000 < 3000 SAR per faculty achievement
Level 3	✓ 3000 < 4000 SAR per faculty achievement
Level 4	✓ 4000 < 5000 SAR per faculty achievement
Level 5	✓ 5000 < 6000 SAR per faculty achievement
Level 6	✓ 6000 SAR per faculty and above achievement

8.4.5 Operating expenses in the library system, computers and information center in proportion to the total number of full-time equivalent students (SAR per capita and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

Total Expenses for Library Systems, Computer, and Information Center
 FTES for that Academic Year

4. KPI Data required for Formulae computation

- The total expenses for library systems, computer and information center will consider only the SAR investment in the hardware (physical equipment and facilities) and the software (books, manuals, programs, or instructional materials, documents), and do not include the people ware (the human resources expenses in staffing the learning or ICT resources) for a specific academic year. If the investment is spread out over a few years, the total investment expenses should be prorated based on actual investment of a specific academic year.
- The number of Full-time equivalent students (FTES) is all the students who are regular enrolments in a 4 year Baccalaureate degree program except those that require a five year

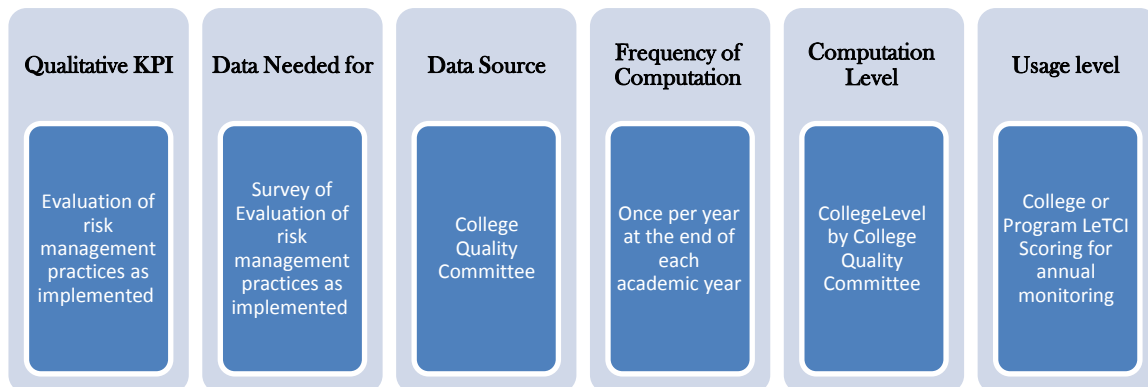
program and an additional year of internship. Those who are in the Part – time program are not included in this count. The FTES is normally computed on a per credit count with the Office of Registrar. This does not include programs that offer certificate or diplomas. Part – time students, students registered in certificate or diploma programs are not included in the computation of the FTES.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 00 < 500 SAR per student achievement
Level 2	✓ 500 < 1000 SAR per student achievement
Level 3	✓ 1000 < 1500 SAR per student achievement
Level 4	✓ 1500 < 2000 SAR per student achievement
Level 5	✓ 2000 < 2500 SAR per student achievement
Level 6	✓ 2500 SAR per student and above achievement

8.4.6 Evaluation of risk management practices as implemented (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if	College Quality Committee	KPI Analysis Sheet

	needed		
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The risk management evaluation survey is a standardized Evaluation of risk management practices as implemented as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that the college or programs recognizes and addresses potential risk areas that can affect the total teaching and learning environment that supports the creation and delivery of education value and societal development. The key areas of coverage or parameters for the development of the survey instrument normally contain:

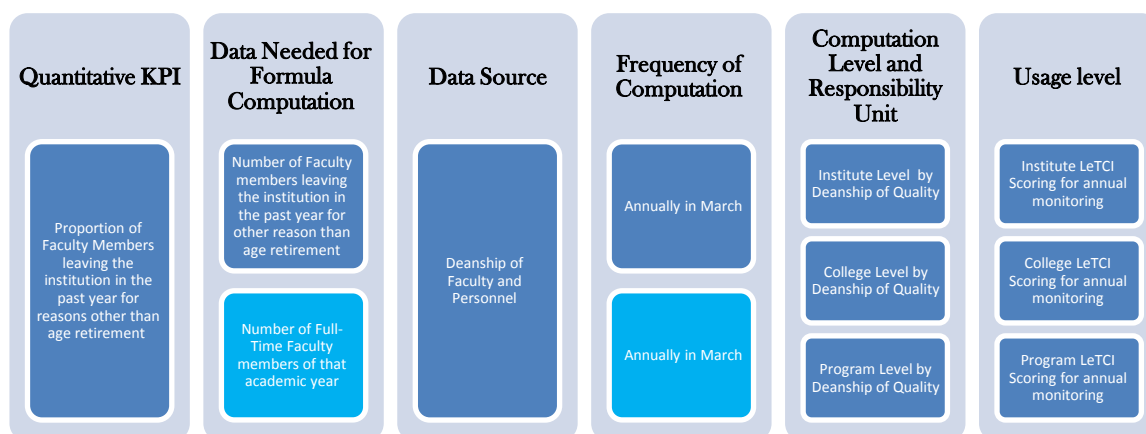
- **Areas:** Relevant to Infrastructure, Relevant to Academic Activities, Relevant to Academic Administration, Relevant to Finance, Transportation, Accommodation, IT infrastructure, Documentation.
- **Implementation:** Preparation, Availability of Resources, Awareness of Staff and faculty, Readiness Status

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

9.5.1 Proportion of Faculty Members leaving the institution in the past year for reasons other than age retirement (NCAAA 24 – Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the	Program Quality Committee	Self-Study Report

development plan to address the result for continuous improvements.

3. KPI Formulae Computation

$$\frac{\text{Number of Faculty Members leaving the institution in the past year for other reasons than age retirement}}{\text{Number of Full Time Faculty Members of that Academic Year}}$$

4. KPI Data required for Formulae computation

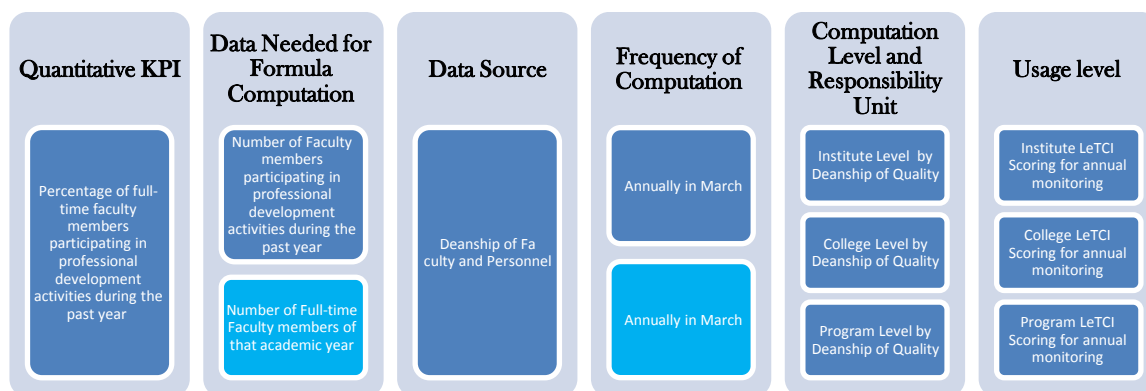
- The number of Faculty Members leaving the institution in the past year for reasons other than age retirement is those who are resigned, transferred to other institutions, dismissed, etc.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓	0.60 < 1.00 achievement
Level 2	✓	0.50 < 0.60 achievement
Level 3	✓	0.40 < 0.50 achievement
Level 4	✓	0.30 < 0.20 achievement
Level 5	✓	0.20 < 0.10 achievement
Level 6	✓	0.10 < 0.01 achievement

9.5.2 Percentage of full-time faculty members participating in professional development activities during the past year (NCAA 25 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Faculty Members Participating in professional development activities during the past year}}{\text{Number of Full Time Faculty Members of that Academic Year}} \times 100$$

4. KPI Data required for Formulae computation

- The faculty members development include the pursuit of developmental programs like short-term professional courses, seminars or attending conferences or presenting academic papers or research papers locally and internationally. This does not include the scholarship for pursuit of advanced degree at the Masters or doctoral level that if needed as additional evidence can be computed as a separate set of KPI.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or

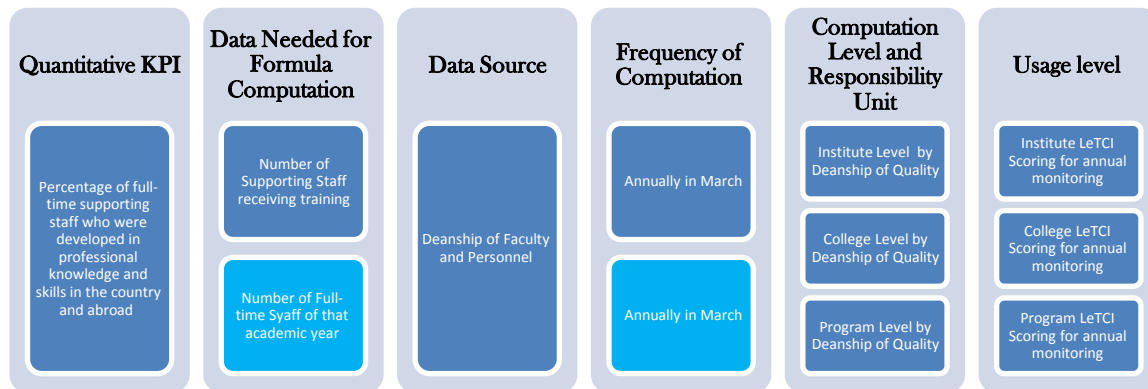
program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓ 0 % < 10 % achievement
Level 2	✓ 10 % < 20 % achievement
Level 3	✓ 20 % < 30 % achievement
Level 4	✓ 30 % < 50 % achievement
Level 5	✓ 50 % < 70 % achievement
Level 6	✓ 70 % - 100 % achievement

9.5.3 Percentage of full-time supporting staff who were developed in professional knowledge and skills in the country and abroad (% and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet

5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of Supporting Staff Receiving Training}}{\text{Number of Full Time Staff of that Academic Year}} \times 100$$

4. KPI Data required for Formulae computation

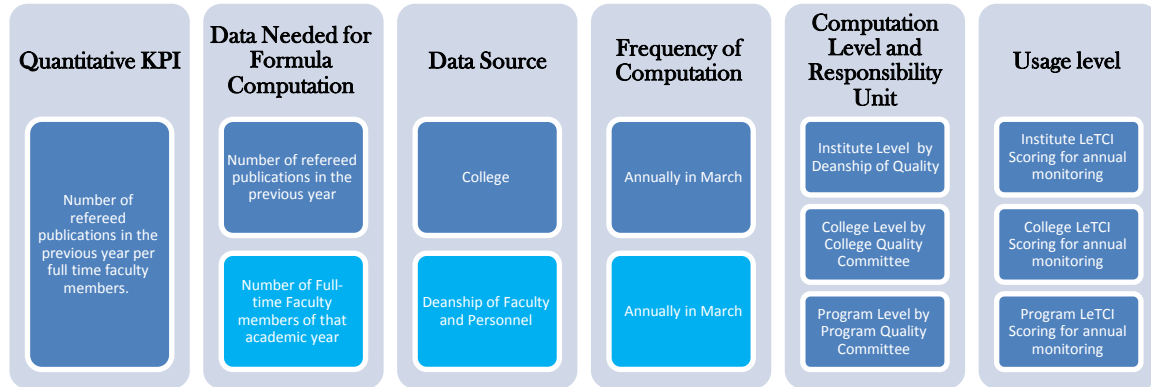
- The number of full-time supporting staffs participating in workshops, seminars or conferences or developmental trainings to improve their professional knowledge and skills locally or internationally is taken into the consideration as having undergone professional development through their participation in the workshops, seminars or conferences.
- The full-time supporting staffs are all those have a full time status with the institution, college, programs or administrative units but are not considered as having an academic status. This can include the researchers in the administrative unit who do not have a faculty member status, and can be attached to a college or program as part of the administrative function of that unit. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Means Average of Percentage)

Level 1	✓	0 % < 10 % achievement
Level 2	✓	10 % < 20 % achievement
Level 3	✓	20 % < 30 % achievement
Level 4	✓	30 % < 50 % achievement
Level 5	✓	50 % < 70 % achievement
Level 6	✓	70 % - 100 % achievement

10.5.1 Number of refereed publications in the previous year per full time faculty members. (Publications based on the formula in the Higher Council Bylaw excluding conference presentations) (NCAAA 26 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of refereed publications in the previous year}}{\text{Number of Full Time Faculty Members of that Academic Year}}$$

4. KPI Data required for Formulae computation

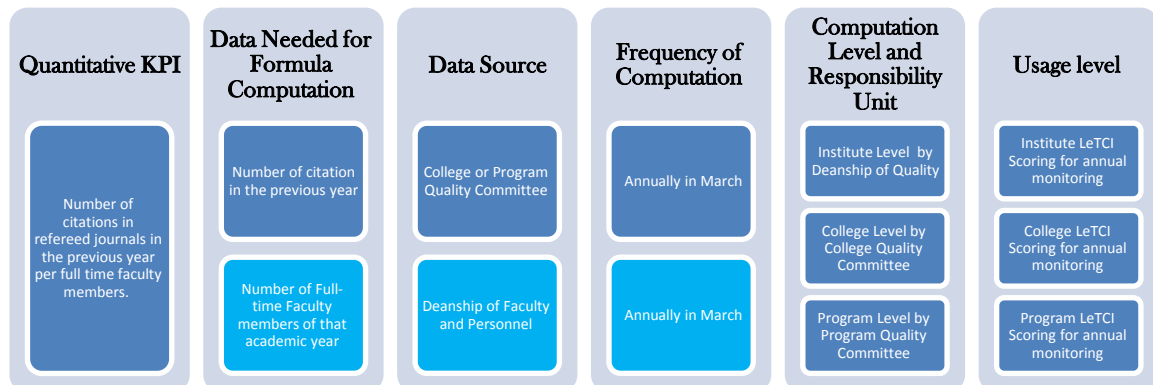
- The number of refereed publications includes those empirical researches, academic research and creative or innovative academic works that are published in a peer reviewed journal or proceeding at the national or international. These must be published within the academic internal audit and assessment cycle. Those that been counted in the previous cycle will not be counted again. The year here refers to the academic year and not the fiscal year. The date accepted for inclusion is the date of publication in the journal or proceedings, and not date of acceptance or reviews.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0.0 < 0.1 achievement
Level 2	✓ 0.1 < 0.2 achievement
Level 3	✓ 0.2 < 0.3 achievement
Level 4	✓ 0.3 < 0.4 achievement
Level 5	✓ 0.4 < 0.5 achievement
Level 6	✓ 0.5 - 1.0 achievement

10.5.2 Number of citations in refereed journals in the previous year per full time faculty members. (NCAAA 27 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of citations in the previous year}}{\text{Number of Full Time Faculty Members of that Academic Year}}$$

4. KPI Data required for Formulae computation

- The number of citations in refereed publications includes those empirical researches, academic research and creative or innovative academic works that are published in a peer reviewed journal or proceeding at the national or international that are used as references in the same year of assessment. These must be published within the academic internal audit and assessment cycle. Those that been counted in the previous cycle will not be counted again. The year here refers to the academic year and not the fiscal year. The date accepted for inclusion is the date of publication in the journal or proceedings, and not date of acceptance or reviews.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This

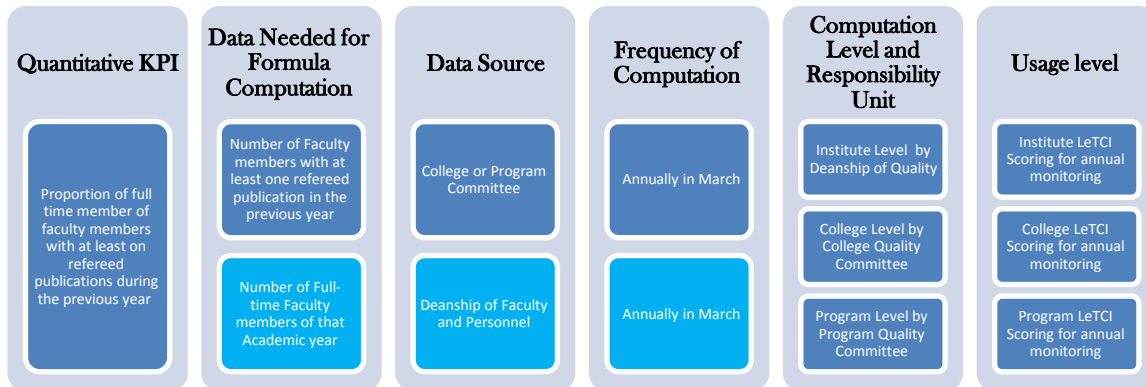
does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 00 < 0.5 per faculty achievement
Level 2	✓ 0.5 < 1 per faculty achievement
Level 3	✓ 1 < 1.25 per faculty achievement
Level 4	✓ 1.25 < 1.5 per faculty achievement
Level 5	✓ 1.5 < 2 per faculty achievement
Level 6	✓ 2 per faculty and above achievement

10.5.3 Proportion of full time member of faculty members with at least on refereed publications during the previous year (NCAA 28 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	

7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of faculty members with at least one refereed publications in the previous year}}{\text{Number of Full Time Faculty Members of that Academic Year}}$$

4. KPI Data required for Formulae computation

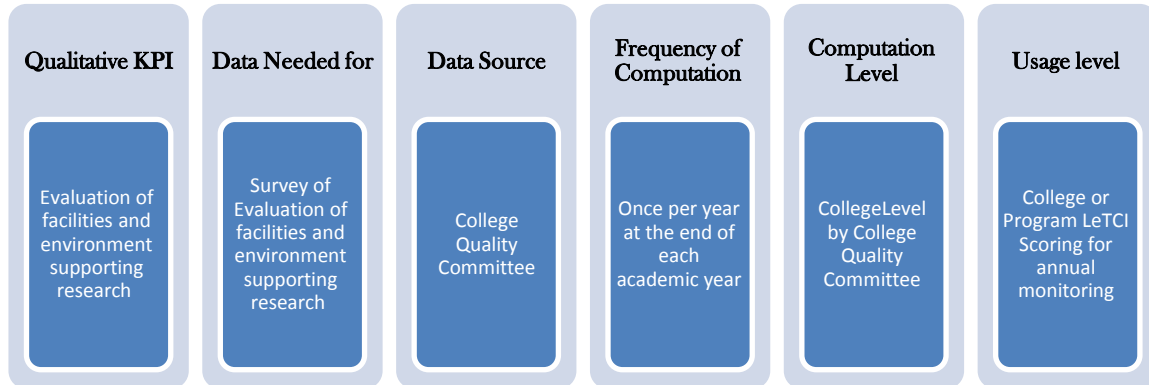
- The number of refereed publications includes those empirical researches, academic research and creative or innovative academic works that are published in a peer reviewed journal or proceeding at the national or international. These must be published within the academic internal audit and assessment cycle. Those that been counted in the previous cycle will not be counted again. The year here refers to the academic year and not the fiscal year. The date accepted for inclusion is the date of publication in the journal or proceedings, and not date of acceptance or reviews. A statistics should be carried out to clustering the faculty members based on their research productivity.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Level 1	✓ 0.0 < 0.1 achievement
Level 2	✓ 0.1 < 0.2 achievement
Level 3	✓ 0.2 < 0.3 achievement
Level 4	✓ 0.3 < 0.4 achievement
Level 5	✓ 0.4 < 0.5 achievement
Level 6	✓ 0.5 - 1.0 achievement

10.5.4 Evaluation of facilities and environment supporting research (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The research support evaluation survey is a standardized Evaluation of facilities and environment supporting research as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that there is adequate and appropriate support within a conducive academic environment that promotes and achieves research aims of faculty members of the college or programs. The key areas of coverage or parameters for the development of the survey instrument normally contain:

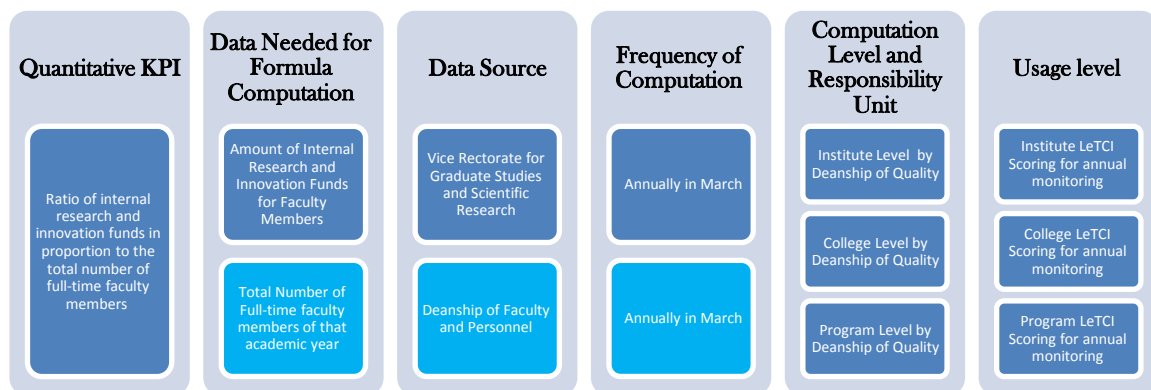
- Availability and access to journals and subscriptions,
- Access to digital library,
- Balanced research and teaching workload,
- Assistance for research work (administrative-Academic),
- Availability of funds for research and publication,

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

10.5.5 Ratio of internal research and innovation funds in proportion to the total number of full-time faculty members (Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Amount of Internal Research and Innovation Funds for Faculty Members}}{\text{Total Number full - time faculty members of that academic year}}$$

4. KPI Data required for Formulae computation

- The amount internal research and innovations funds include those empirical research, academic research and creative or innovative academic works that are funded in cash or kinds from inside of the institution, college or programs. These internal funds are available to all full-time faculty members.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This

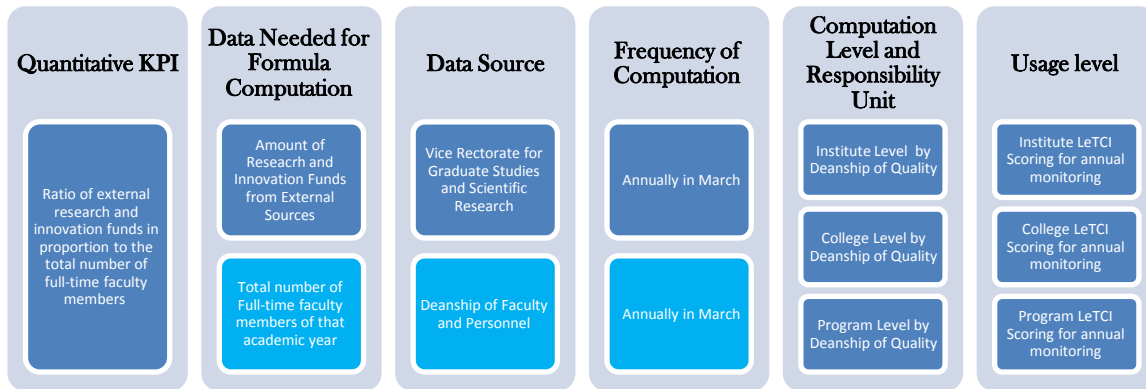
does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0.00 < 10000 SR achievement
Level 2	✓ 0.10000 < 20000 SR achievement
Level 3	✓ 20000 < 30000 SR achievement
Level 4	✓ 30000 < 40000 SR achievement
Level 5	✓ 40000 < 50000 SR achievement
Level 6	✓ 50000 and above SR achievement

10.5.6 Ratio of external research and innovation funds in proportion to the total number of full-time faculty members (NCAA 30 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet

5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Formulae Computation

$\frac{\text{Amount of Research and Innovation Funds from External Sources}}{\text{Total Number of full - time faculty members of that academic year}}$

4. KPI Data required for Formulae Computation

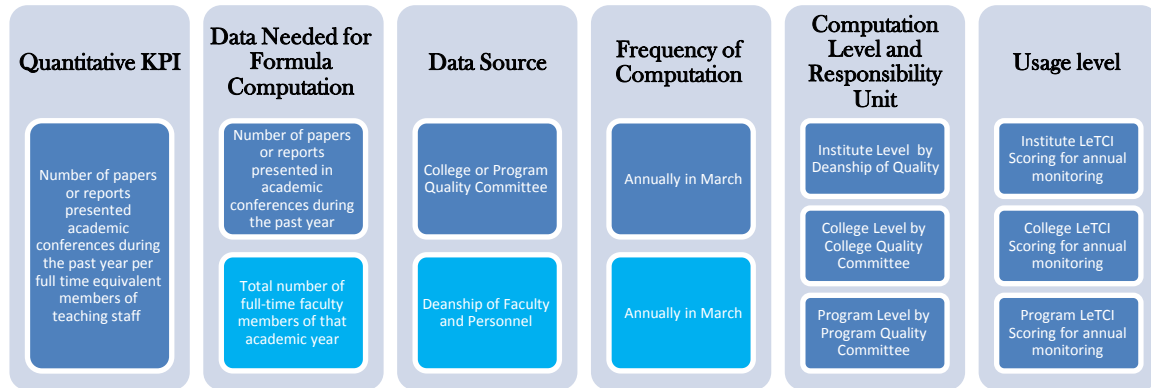
- The number of faculty members receiving external research and innovations funds includes those empirical research, academic research and creative or innovative academic works that are funded in cash or kinds nationally or internationally from outside of the institution, college or programs.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0.00 < 10000 SR achievement
Level 2	✓ 0.10000 < 20000 SR achievement
Level 3	✓ 20000 < 30000 SR achievement
Level 4	✓ 30000 < 40000 SR achievement
Level 5	✓ 40000 < 50000 SR achievement
Level 6	✓ 50000 and above SR achievement

10.5.7 Number of papers or reports presented academic conferences during the past year per full time equivalent members of teaching staff (NCAAA 29 - Ratio and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Program Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Program Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	Program Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Head of Department	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of papers or reports presented in academic conferences during the past year}}{\text{Total Number of full - time faculty members of that academic year}}$$

4. KPI Data required for Formulae computation

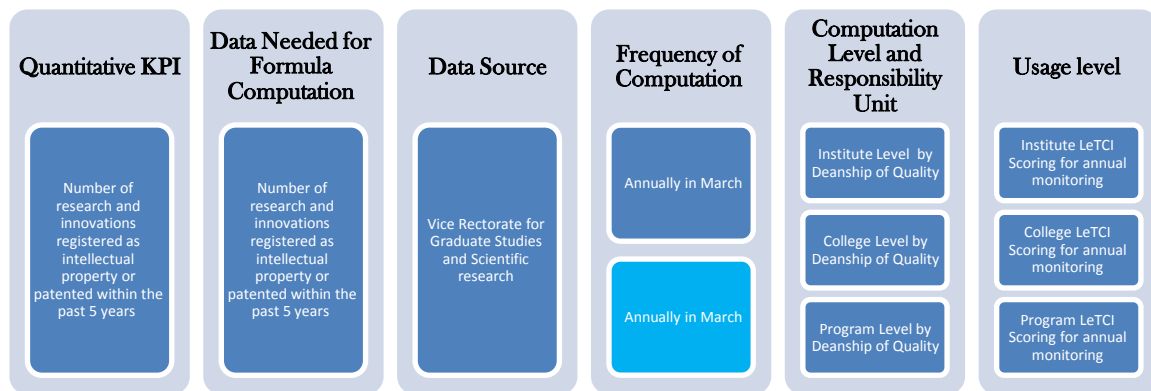
- The number of papers and reports includes those empirical research, academic research and creative or innovative academic works that are accepted to be presented in national or international conferences.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0.00 < 0.05 achievement
Level 2	✓ 0.05 < 0.10 achievement
Level 3	✓ 0.10 < 0.15 achievement
Level 4	✓ 0.15 < 0.20 achievement
Level 5	✓ 0.20 < 0.25 achievement
Level 6	✓ 0.25 and above achievement

10.5.8 Number of research and innovations registered as intellectual property or patented within the past 5 years (Number and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
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2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	College Quality Committee	Self-Study Report

3. KPI Data required for Formulae computation

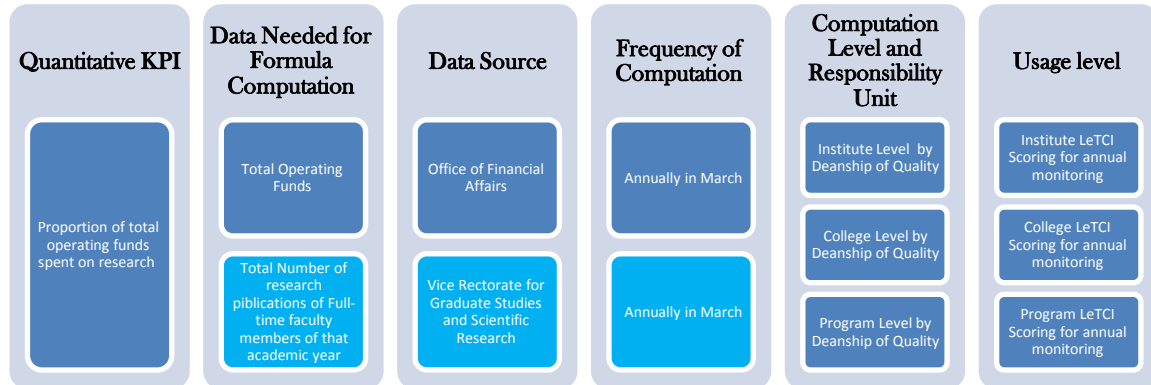
- The number of researches and innovations registered as intellectual property or patented includes those empirical research, academic research models or frameworks and creative or innovative academic works or inventions that are registered as intellectual property or patented nationally or internationally. The academic works here can be the empirical research or academic papers that are built from a foundation of major literature reviews leading to the development of a working model or framework without any empirical testing, or any creative works that are of artistic or innovative as accepted by the peers in the same profession. These must be academic works or research or innovations registered within the last 5 years of an academic year annual audit and assessment.

4. KPI Criteria (Levels {Le} equivalence based on Number)

Level 1	✓ 0 < 5 achievement
Level 2	✓ 5 < 10 achievement
Level 3	✓ 10 < 15 achievement
Level 4	✓ 15 < 20 achievement
Level 5	✓ 20 < 25 achievement
Level 6	✓ 25 and above achievement

10.5.9 Proportion of total operating funds spent on research (NCAAA 31 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the computed KPI to Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the	College Quality Committee	Self-Study Report

development plan to address the result for continuous improvements.

3. KPI Formulae Computation

$$\frac{\text{Amount spent on Research}}{\text{Total operating funds}}$$

4. KPI Data required for Formulae computation

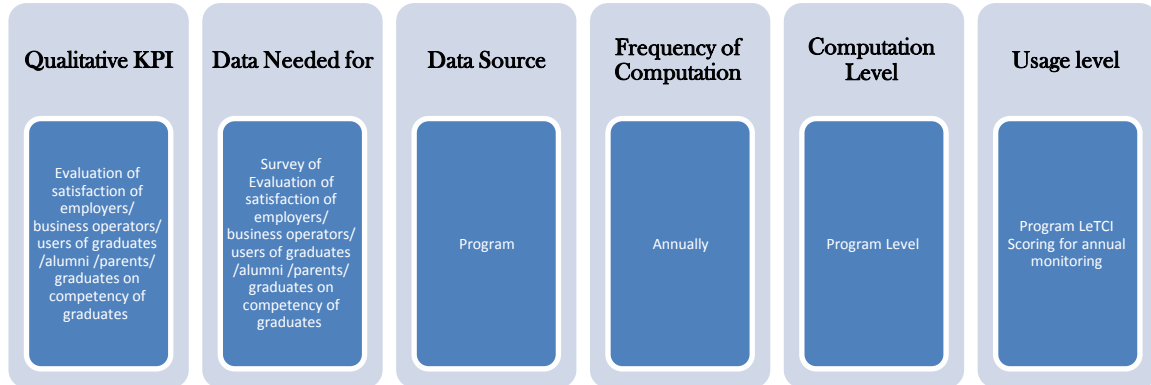
- The number of research publications of faculty includes those empirical research, academic research and creative or innovative academic works that are funded in cash or kinds nationally or internationally from outside of the institution, college or programs.
- The total annual operating expenditure includes all types of annual expenditures by the university whether on teaching and learning, research, community services, administration, support and service infrastructure, etc. This does not include expenditure on physical assets and plants or facilities.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓	0.00 < 0.05 achievement
Level 2	✓	0.05 < 0.10 achievement
Level 3	✓	0.010 < 0.015 achievement
Level 4	✓	0.015 < 0.020 achievement
Level 5	✓	0.020 < 0.025 achievement
Level 6	✓	0.025 and above achievement

11.4.1 Evaluation of satisfaction of employers/ business operators/ users of graduates /alumni /parents/ graduates on competency of graduates (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the	College or Program Quality Committee	Self-Study Report

3. KPI Data required for Means Average computation

The satisfaction of competency of graduates' evaluation survey is a standardized evaluation of the quality of the program as perceived by the stakeholders who are the employers, alumni, parents and graduates. This is normally scaled on a 5-point Likert Scale to get the means average score of the stakeholders' perception. The aim of this KPI is to ensure that the stakeholders are satisfied with the capability and capacity that is desired of a competent graduate who can contribute to the success and well-being of society. The key areas of coverage or parameters for the development of the survey instruments based on the type of stakeholders normally contain:

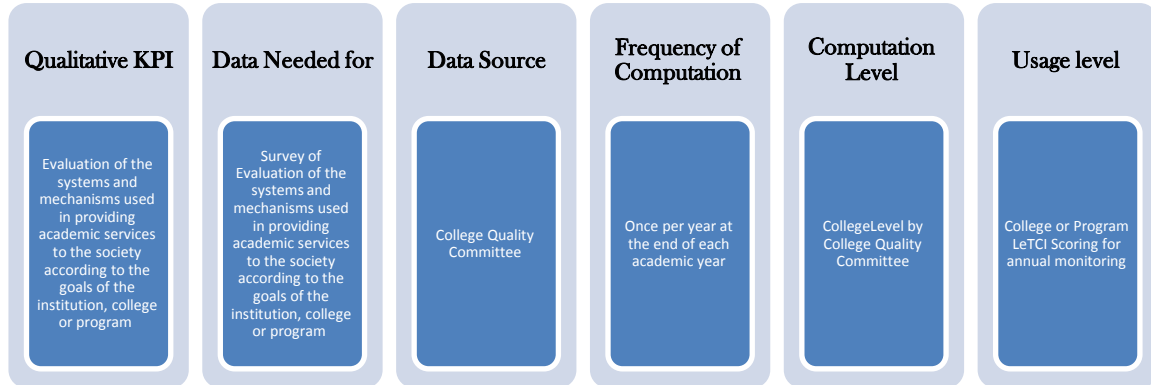
- **Employers:** Knowledge of subject, problem solving skills, Professional Competence, Work Attributes, Attitude, Interpersonal Communication, Leadership Skills, Comparative attributes with other employees from different institution.
- **Alumni:**
 - *About Graduate:* Cognitive Domain, (knowledge & Skill), Communication Skills, Management Skills, Leadership traits, Interpersonal Skills as per NQF of KSA.
 - *About Program:* Organization, Structure, Delivery, Assessment, Academic and Administrative Services from department.
- **Parents:**
 - *About Graduate:* Competence, Values , Attitude, Interpersonal Communication, Social Interaction
 - *About Program:* Outcomes, Delivery, Communication with Parents.
- **Graduates:**
 - *About Graduate:* Cognitive Domain, (knowledge & Skill), Communication Skills, Management Skills, Leadership traits, Interpersonal Skills as per NQF of KSA.
 - *About Program:* Organization, Structure, Delivery, Assessment, Academic and Administrative Services from department.

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

11.4.2 Evaluation of the systems and mechanisms used in providing academic services to the society according to the goals of the institution, college or program (Means average and Level achieved based on survey)

1. KPI Processing Environment



2. KPI Survey instrument development and Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	Deanship of Quality KPI Assessment Unit	Common Dataset Form
2	Develop the survey instrument based on Section (3) KPI Data required for Means Average computation	Deanship of Quality KPI Assessment Unit	KPI Worksheet
3	Submit the survey instrument to College or Program Committee writing the SSR	Deanship of Quality KPI Assessment Unit	KPI Worksheet
4	Conduct the survey, analyze the result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of result from the survey and action plan to College Council	Dean	KPI Analysis sheet
5	Recommendation and approval	College Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved result and action plan	College Quality Committee	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	College or Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the	College or Program Quality Committee	Self-Study Report

development plan to address the result for continuous improvements.

3. KPI Data required for Means Average computation

The provision of academic services evaluation survey is a standardized Evaluation of the systems and mechanisms used in providing academic services to the society according to the goals of the institution, college or program as perceived by the faculty members of the college or program. This is normally scaled on a 5-point Likert Scale to get the means average score of the faculty members' perception. The aim of this KPI is to ensure that there is a set of systematic approach and mechanisms that contributes to the societal responsibility of the college or programs. The key areas of coverage or parameters for the development of the survey instrument normally contain:

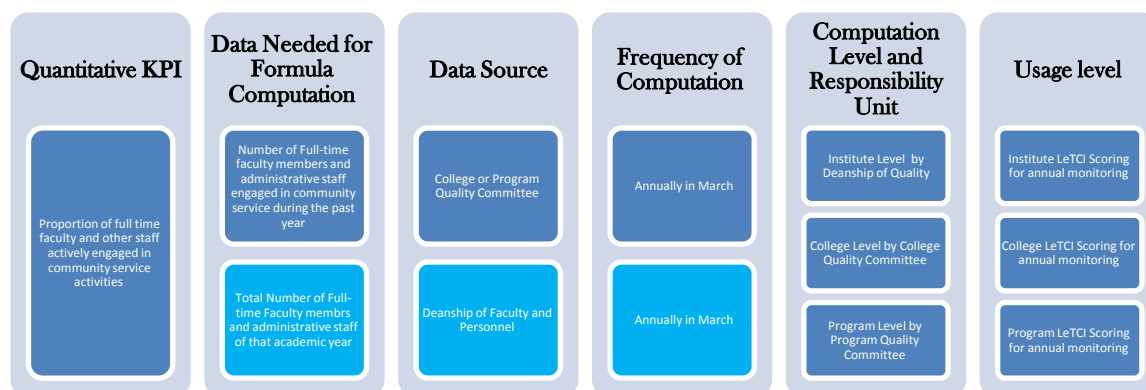
- Academic Services Development,
- Involvement of Stakeholders,
- Relevance of academic services with society needs,
- Creation and delivery of value to develop society

4. KPI Criteria (Levels {Le} equivalence based on Means Average of Survey)

Level 1	✓ Below 2.49
Level 2	✓ 2.5 – 2.99
Level 3	✓ 3.0 – 3.49
Level 4	✓ 3.5 – 3.99
Level 5	✓ 4.0 – 4.49
Level 6	✓ 4.5 – 5.0

11.4.3 Proportion of full time faculty and other staff actively engaged in community service activities (NCAAA 32 - Ratio average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	College Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	College Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Dean	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	
7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of full time faculty members and administrative staff engaged in community service during the past year}}{\text{Total Number of full - time faculty members and administrative staff of that academic year}}$$

4. KPI Data required for Formulae computation

- The number of full time faculty and administrative staff actively engaged in community service activities are those who participate in projects serving communities, providing communities services, participate in Media programs, provide volunteer work, ... etc., for free (without payment). This excludes consultation or academic services or provision of services with payments in cash and kinds.
- The faculty members are all those who have a full time status with the institution, college, programs or administrative units. This can include the researchers in the administrative unit who have a faculty member status, or are attached to a college or program even though they could be working actively in research centers elsewhere. This does not include those who are study leaves or academic leaves for pursuing their advance studies.
- The full-time supporting staffs are all those have a full time status with the institution, college, programs or administrative units but are not considered as having an academic

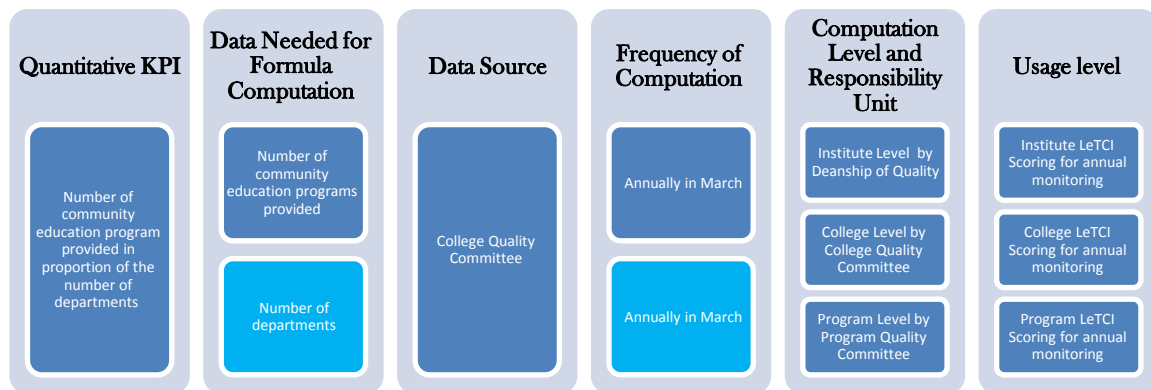
status. This can include the researchers in the administrative unit who do not have a faculty member status, and can be attached to a college or program as part of the administrative function of that unit. This does not include those who are study leaves or academic leaves for pursuing their advance studies.

5. KPI Criteria (Levels {Le} equivalence based on Ratio)

Level 1	✓ 0.00 < 0.05 achievement
Level 2	✓ 0.05 < 0.10 achievement
Level 3	✓ 0.10 < 0.15 achievement
Level 4	✓ 0.15 < 0.20 achievement
Level 5	✓ 0.20 < 0.25 achievement
Level 6	✓ 0.25 and above achievement

11.4.4 Number of community education program provided in proportion of the number of departments (NCAAA 32 - Means average and Level achieved)

1. KPI Processing Environment



2. KPI Processing Steps

Step	Process Implementation Steps	Responsibility	Form
1	Get the data needed from the data source noted in Section (1) KPI Processing Environment.	College Quality Committee	Common Dataset Form
2	Compute the KPI as per the Section (3) KPI formulation	College Quality Committee	
3	Analyze the computed KPI and its result and develop action plan for improvement, if needed	College Quality Committee	KPI Analysis Sheet
4	Submit analysis of computed KPI to Department Council	Dean	KPI Analysis sheet
5	Recommendation and approval	Department Council	KPI Recommendation and Approval Sheet
6	Update the SSR with the approved KPI and action plan	Unit writing the SSR	

7	The overall performance score for the KPI is rescored and is used as the evidence in support of the unit's performance in addressing a Standard.	College Board of Assessor	Self-Study Report
8	Based on the overall performance score for the KPI, the analysis and action plan is discussed to identify the strengths or opportunities for improvement by the unit writing the SSR.	Program Quality Committee	Self-Study Report
9	Based on the opportunities for improvement, the unit writing the SSR will implement the development plan to address the result for continuous improvements.	Program Quality Committee	Self-Study Report

3. KPI Formulae Computation

$$\frac{\text{Number of community education programs provided}}{\text{Number of departments}}$$

4. KPI Data required for Formulae computation

- The number of community education programs provided comprises of the educational programs provided to the community for society development.
- The departments comprises of the total number of programs offered by the university.

5. KPI Criteria (Levels {Le} equivalence based on Ratio and Level Achieved)

Level 1	✓ 0.00 < 0.05 achievement
Level 2	✓ 0.05 < 0.10 achievement
Level 3	✓ 0.10 < 0.15 achievement
Level 4	✓ 0.15 < 0.20 achievement
Level 5	✓ 0.20 < 0.25 achievement
Level 6	✓ 0.25 and above achievement

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