

UOS Strategy

2019-2024

Academic Key Performance Indicators



KEY Terms

Strategic Goal: High Level goals, direct linkage to strategic vision and mission (last five years).

Objective: Direct linkage to the deliverable of the strategic goal, actionable statements, adjustable at the highest level (Themes).

Initiative: Collections of projects, and actions that enable the strategic direction of the objective.

Key Performance Indicators: A data set of metrics, which measure progress towards an initiative and/or an objective, measured against targets, historical data and benchmarking.

KPI Milestone: A series of dates that measure progress towards an initiative and/or objective.

Dashboard: The user interface for entering and reviewing performance data. User interface for entering and reviewing performance data. it can be also used as a performance report at a point in time.

Target: A numeric value represents a future performance target for a key performance indicator.

Admitted students: Students applied and accepted at the university.

Enrolled students: Include all students with different status such as registered students, optional withdrawal, disciplinary withdrawal, students with study postpone... etc.

Registered students: Students who are registered in courses.

OVERVIEW

A critical component in the success of the goals and objectives set out in the University of Sharjah Strategy 2019-2024 will be the agreement on identifying and attaining measurable key Performance Indicators (KPIs). Over the past 18 months, work has been undertaken to determine a set of indicators of successful performance of colleges and departments at the University. The Chancellor instructed to review these indicators and to sign-off the finalized performance scorecards.

A number of key performance indicators have been identified to measure progress against our strategic goals and objectives in the Colleges, Centers, Institutes and Department's performance scorecards.

Subsequent to the finalization of these KPIs, a process to define and agree on targets for each KPI were undertaken. This will involve the analysis of our own data in collaboration with the Deanship of Quality Assurance office, taking into consideration the conducted benchmark exercise carried out by the strategic planning office with national and International universities and the setting of appropriate targets to measure success against our key objectives.

A detailed definition for each KPI was identified in discussion with the department of primary ownership or as data source unit associated with that KPI. For instance, the definitions for research KPIs were agreed with the VCRGS, the academic KPIs were agreed with the VCAA, financial KPIs were set and agreed with the finance Director, MOU KPIs were agreed with the OIR office etc.

The updated KPIs definitions were approved by the Chancellor. Few cases in the detailed definition of the KPI has yet to be finalized with the concerned units.



Student Goal1



Objective

Enhance Student advising and support academic achievement.

KPI 1.15 % of students under academic probation.

Definition

This indicator measures the percentage of registered students at the end of each semester with a GPA less than 2.0, Colleges should NOT exceed 5% of total registered students, results from 5.1 - 7% will be amber and above 7% will be red. Medicine and Dental Medicine Colleges results only includes foundation year students.

The aim of the indicator is to ensure that colleges apply appropriate mechanisms (peer to peer support, workshops, tutoring etc.) to improve students grades who are under academic probation.

Suggested Lead KPIs to evaluate enhancing student advising and supporting student academic achievement:

- Grade distribution: Quality Assurance office can provide grade distribution and the justification from the colleges on the bell curve results from task stream.
- % of Grade Deviations: entity should analyze the data.)Explore flagging system.

Calculation equation/Method

The total number of registered students as of the end of the fall or spring semester taken from Banner.

The number of registered students at the end of each semester with a GPA less than 2.0, Colleges should NOT exceed 5% of total registered students, results from 5.1 - 7% will be amber and above 7% will be red. Results must be below a target of 5% as an end value in the acceptable range.

- Medicine & Dental Medicine colleges students in the foundation year are in term based system and they obtain probation if their GPAs below 2.0. However, student who joined the major do not have probation for their students after the foundation year because they are yearly based system, the students who get GPA below the success GPA will not be given a probation, they will be requested to repeat the whole year.

Frequency

Mid- year Indicator

Required Evidence

Indirect indicator, evidence provide by the quality assurance office.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Integrated reports from Banner System with Spider.

To calculate this result:

The total number of registered students as of the end of the fall or spring semester taken from Banner.

Total # of registered students under academic probation [GPA less than 2.0] as of the end of the fall or spring semester taken from Banner.

Data source - The unit responsible for providing the value of the KPI

Integrated reports from Banner System with Spider.

The Quality Assurance office validate the data.

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020
<5%
End value

2020/2021
<5%

2021/2022
<5%

2022/2023
<5%

2023/2024
<5%



Objective

Enhance Student advising and support academic achievement.

KPI NEW % of academic dishonesty cases.

Definition

This indicator measures the percentage of academic dishonesty cases reported during final exams. The indicator is expressed as a percentage of the total number of registered students in each college who have been identified as academic dishonesty incidents.

Calculation equation/Method

Total number of registered students who have been identified as academic dishonesty incidents/
total number of registered students at the college

Frequency

Mid-Year Indicator

Required Evidence

Indirect indicator, evidence provided by the Deanships for Male/Female Student Affairs.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Detailed spreadsheets of academic dishonesty cases.

Data source - The unit responsible for providing the value of the KPI

The Deanships for Male/Female Student Affairs will supply and validate the data.

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

TBC

2020/2021

TBC

2021/2022

TBC

2022/2023

TBC

2023/2024

TBC



Objective

Enhance Student advising and support academic achievement.

KPI 1.16 % on-time student graduation.

Definition

On-time graduation is the percentage of enrolled students in a cohort who graduated and earned their degree within the established time (as published within Study Plan).

Calculation equation/Method

The percentage of enrolled students who graduate within the established time (by cohort) (as published within Study plan).

The equation is number of students who graduated divided by the total number of students in the same cohort *100.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Indirect indicator, evidence provided by the Quality Assurance office.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Integrated reports from Banner System with Spider.

To calculate this result:

The total number of enrolled students (by cohort) who graduate within the established time taken from Banner.

Data source - The unit responsible for providing the value of the KPI

Quality Assurance office will supply and validate the data

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

60%

2020/2021

70%

2021/2022

75%

2022/2023

80%

2023/2024

85%



Objective

Enhance Student advising and support academic achievement.

KPI 1.17 % of enrolled student drop out.

Definition

This indicator measures the percentage of enrolled students who drop out from the University or change college or major during the semester.

Calculation equation/Method

The threshold is 10%, any college with more than 10% of the enrolled students drop out within the reporting period and outside target and considered red.

The equation will be calculating the percentage of students cohort who left the program in the semester out of the total number of students who stayed at the end of the semester * 100.

Amber result: between 10% – 20%

Red result: above 20%

Frequency

Mid-Year Indicator

Required Evidence

Indirect indicator, evidence provided by the quality assurance office.

Value of the KPI/ Format

(a number or a percentage)

Percentage

Tools employed in collecting data

Integrated reports from Banner System with Spider

Data source - The unit responsible for providing the value of the KPI

Quality Assurance office will supply and validate the data

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

10%

2020/2021

10%

2021/2022

10%

2022/2023

10%

2023/2024

10%



Objective

Enhance Student advising and support academic achievement.

KPI NEW number of students who have postponed study.

Definition

This indicator measures number of students who have postponed study during the semester.

Calculation equation/Method

Total number of students who have postponed study per college.

Frequency

Mid-Year Indicator

Required Evidence

Indirect indicator, evidence provided by the quality assurance office.

Value of the KPI/ Format

(a number or a percentage)

Number

Tools employed in collecting data

Integrated reports from Banner System with Spider

Data source - The unit responsible for providing the value of the KPI

Quality Assurance office will supply and validate the data

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

2020/2021

2021/2022

2022/2023

2023/2024



Objective

Make the University of Sharjah campus friendlier and welcoming for all, focusing on the wellbeing of students at University of Sharjah.

KPI 1.1.1 % Student Satisfaction.

Definition

The indicator measures the percentage of overall student satisfaction with individual colleges, which is administered through the Deanship of Quality Assurance, Institutional Effectiveness and Accreditation.

The indicator is taken from an annual survey, which is released through Blackboard learn. Students are unable to access blackboard learn material without competing for the evaluation survey. Colleges are encouraged to ensure 85% of the students enrolled complete the survey.

Calculation equation/Method

The Quality Assurance, Institutional Effectiveness and Accreditation Office will calculate the result of this KPI based on the student satisfaction survey results for specific colleges, uploading the results as evidence.

Strongly Agree + Agree %

(Total of questions below) / number of questions.

1. Faculty at UoS are respectful and courteous toward the students.
2. Faculty at UOS are knowledgeable in their subject matter.
3. Faculty members interact with students in non-academic settings
4. Class size (number of students in each class) is reasonable
5. Appropriate technology is being used in most of my classes.
6. Instruction (teaching and learning methodologies) delivered in my major is of high quality.
7. Variety of courses offered at the college is adequate
8. Testing & grading system is fair
9. Program of study is flexible and includes a balance between theory and practical
10. My faculty advisor is accessible, helpful and provides me with accurate information
11. There is an efficient use of the Blackboard System.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Indirect indicator, evidence provided by the Quality Assurance Office.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Integrated reports from Banner System with Spider

Data source - The unit responsible for providing the value of the KPI

Quality Assurance office will supply and validate the data

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

75%

2020/2021

77%

2021/2022

85%

2022/2023

90%

2023/2024

95%



Objective

Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.

KPI NEW % Employability.

Definition

The graduate employment rate is the proportion between students employed full time within 12 months after graduation and students from the same class unemployed but seeking for employment in the same period. Students pursuing further studies, unavailable to work, working part-time or not seeking employment are excluded from this calculation.

The mechanisms for recording employability must align with the international relations office requirements for reporting employability as a ranking indicator.

The VCCA Office coordinate with the Ministry of Education regarding Employability Survey Data. Survey to be undertaken every 24 months with individual program analysis provided through collaboration with the Deanship of Quality Assurance, Institutional Effectiveness and Accreditation. Evaluation of employability survey results will determine prioritization for Productization Program Reviews focusing on employability, in collaboration with College Advisory Boards.

Calculation equation/Method

Total number of graduates employed divided by total number of graduates respond multiply by 100

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Indirect indicator, evidence provided by the VCCA office.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

MOE conduct Graduate Destinations Survey twice a year with the collaboration of alumni office.

Data source - The unit responsible for providing the value of the KPI

Indirect indicator, evidence provided by the VCCA office.

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

NA

2020/2021

60%

2021/2022

65%

2022/2023

70%

2023/2024

75%



Objective

Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.

KPI NEW % Employability Readiness

Definition

Employability skills are a set of skills and behaviors that are necessary for every job. It is not limited to classroom skills but to the personality of the students to carry a certain job.

This KPI will ensure that student graduates are ready for college, career, and community engagement with the up-to-date skills outlined in the 2025 WEF Skills. The student must master to demonstrate readiness for employability and career opportunities.

The World Economic Forum identified 10 skill set that every job-seeker should possess by 2025. They divided the skills into 4 main categories:

- Problem solving
- Self-Management
- Working with people
- Technology use and development

Calculation equation/Method

Employability readiness is a score of each student undergoing their compulsory internship/training as a prerequisite to graduate as an evaluation from the Site Supervisor at the end of their internship placement. It will be reported on Spider as an average of each College.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Survey Feedback and analysis.

Tools employed in collecting data

With support from the Deanship of Quality Assurance, Institutional Effectiveness, and Accreditation, confidential information shall be obtained from Taskstream (official training platform):

Automation of Site Supervisor Evaluation of the Intern - Process

1. Intern enters the Site Supervisor details in the Taskstream built-in form.
2. CASTO verifies the Site Supervisor details for completion and accuracy.
3. In case of incomplete/inaccurate information, CASTO notifies the student by email and cc the Academic Supervisor
4. CASTO submits the Site Supervisor information to the Internship E-portfolio Admin.
5. Internship E-portfolio Admin creates the accounts and assigns the Internship e-portfolio to all Site Supervisors.
6. sends the notification email to Site Supervisor, with instructions to log in to Taskstream account and fill the evaluation form.
7. generates and uploads the aggregated site supervisor evaluation report per program on the internship course e-files.

In summary, the Site Supervisor shall have access to the evaluation form via their email. Hence, a more accurate information shall be obtained.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Data source - The unit responsible for providing the value of the KPI

CASTO office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

NA

2020/2021

75%

2021/2022

80%

2022/2023

85%

2023/2024

90%



Objective

Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.

KPI % Entrepreneurship

Definition

The percentage of entrepreneurship measures the number of graduates who

The graduate entrepreneurship rate is the proportion of students who have initiated a start-up or spin-up organization or entity within 12 months after graduation and students from the same class unemployed but seeking for employment in the same period.

Students pursuing further studies, unavailable to work, working part-time or not seeking employment are excluded from this calculation.

The VCCA Office coordinate with the Ministry of Education regarding Employability Survey Data. Survey to be undertaken every 24 months with individual program analysis provided through collaboration with the Deanship of Quality Assurance, Institutional Effectiveness and Accreditation.

Calculation equation/Method

Question from Ministry of Education regarding Employability Survey Data.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Ministry of Education Employability Survey Data Spreadsheet supplied by Alumni Office.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Ministry of Education Employability Survey Data Spreadsheet and Excel

Data source - The unit responsible for providing the value of the KPI

Alumni Office

Commentary Required

Evaluation of employability survey results will determine prioritization for productization Program Reviews focusing on employability and entrepreneurship, in collaboration with College Advisory Boards

Targets

2019/2020

NA

2020/2021

0.5

2021/2022

1.0

2022/2023

1.5

2023/2024

2.0



Objective

Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.

KPI NEW % Employability Readiness

Definition

This KPI will ensure that student graduates are ready for college, career, and community engagement with the up-to-date skills outlined in the 2025 WEF Skills a student must master to demonstrate readiness for employability and career opportunities.

Calculation equation/Method

The average results of the student employment readiness survey coordinated with employers through the CASTO office, which asks internship organizations to evaluate the students application of the 2025 WEF Skills.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Survey Feedback and analysis. indicator, evidence provided by the VCCA office.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

(Proposed) Confidential site Supervisor Evaluation form which reflects upon the WEF 2025

Data source - The unit responsible for providing the value of the KPI

CASTO office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

NA

2020/2021

75%

2021/2022

80%

2022/2023

85%

2023/2024

90%



People Goal1

Objective

Enhance employee wellbeing, safety and healthcare

KPI 2.16 % Faculty Satisfaction

Definition

The indicator measures the average percentage of Staff and Faculty members' satisfaction within the University Colleges and Departments which is administered annually through the Deanship of Quality Assurance, Institutional Effectiveness and Accreditation.

Calculation equation/Method

The indicator measures the percentage of overall Employees (Staff and Faculty members) satisfaction within individual colleges which is administered through the Deanship of Quality Assurance, Institutional Effectiveness and Accreditation.

Strongly Agree + Agree %

Overall Faculty Satisfaction (per College). From Faculty Survey:

1. My work environment is collegial.
2. I feel sense of loyalty to my department.
3. My office is adequate to my needs.
4. The facilities (classrooms, laboratories) adequately meet my needs.
5. People in my department work well together.
6. I think within my college, departments are in harmony with each other.
7. There is good balance of teaching, research, and community service at this institution.
8. There is appropriate recognition of innovation and high-quality teaching.
9. I am given the opportunity to develop my skills at this institution.
10. My faculty duties cause me a reasonable amount of stress.
11. I feel my director facilitates the work and the development of my department.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Indirect indicator, evidence provide by the quality assurance office.

Value of the KPI/ Format

(a number or a percentage)

Percentage

Tools employed in collecting data

Integrated reports from Banner System with Spider

Data source - The unit responsible for providing the value of the KPI

Quality Assurance office will supply and validate the data

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

75%

2020/2021

77%

2021/2022

85%

2022/2023

90%

2023/2024

95%

Objective

Recruit, develop, retain talented faculty and professional staff.

KPI 2.1 # Average hours of professional development- Faculty members (each year).

Definition

This must be taken from PD policy.

The VCAA will identify the measurements of professional development and what to consider as professional training for Faculty member.

A system must be implemented to automate the training recording.

Calculation equation/Method

Total number of hours training (detailed within VCAA & HR Policies) divided by the total number of full-time employees.

Frequency

Mid-Year Indicator

Required Evidence

Completion of the evidence template spreadsheet. which date aligns to the evidence and calculation criteria (i.e. the reporting date falls within the date parameters of the reporting period 1st Sept – 28th Feb (mid-year) or 1st March – 31st Aug (end-of-year)).

Value of the KPI/ Format

(a number or a percentage)

Number [Hours]

Tools employed in collecting data

Evidence template spreadsheet confirmed and approved by the College dean or department director.

Data source - The unit responsible for providing the value of the KPI

Direct Indicator from the College or Department

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

20 hours

2020/2021

25 hours

2021/2022

30 hours

2022/2023

35 hours

2023/2024

40 hours

Objective

Recruit, develop, retain talented faculty and professional staff.

KPI # Average hours of professional development- Staff members (each year).

Definition

This must be taken from PD policy.

HR will identify the training Policy for professional development and the measurement on what to consider as professional training for staff members.

A system must be implemented to automate the training recording.

Calculation equation/Method

Total number of hours training (detailed within VCAA & HR Policies) divided by the total number of full-time employees.

Frequency

Mid-Year Indicator

Required Evidence

Completion of the evidence template spreadsheet. which date aligns to the evidence and calculation criteria (i.e. the reporting date falls within the date parameters of the reporting period 1st Sept – 28th Feb (mid-year) or 1st March – 31st Aug (end-of-year).

Value of the KPI/ Format

(a number or a percentage)

Number [Hours]

Tools employed in collecting data

Evidence template spreadsheet confirmed and approved by the College dean or department director.

Data source - The unit responsible for providing the value of the KPI

Direct Indicator from the College or Department

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

20 hours

2020/2021

25 hours

2021/2022

30 hours

2022/2023

35 hours

2023/2024

40 hours



Innovation Goal1



Objective

Unify and integrate to serve the education, research and operation activities.

KPI 3.15 # of Impactful, cross-disciplinary quality innovative activities, events, or workshops (One of which must have sustainability theme).

Definition

This indicator measures the number of Intellectual collaborations, impactful, cross-disciplinary quality innovative activities, events, or workshops (One of which must have sustainability theme). All activities, events or workshops must be a collaboration between a minimum of two colleges. Both colleges may count the event as a result. The evidence must clearly note the cross-disciplinary nature, partnership, or collaboration. One of the activities, events or workshops must have a sustainability theme and include the sustainability office within the collaboration. The intent of this KPI is to build on the distinctive nature of the University of Sharjah through robust and transparent cross-disciplinary collaboration.

- 1-Joint Research paper between two or more colleges (One example)
- 2-Teaching courses between two or more colleges (One example)
- 3-Sustainability event or workshop between two or more colleges (One example)
- 4-Innovative workshop or event between two or more colleges

Calculation equation/Method

Colleges will add the number of activities, events or workshops which must be cross-disciplinary (collaborating between two or more colleges). The Colleges must clearly determine the innovative nature of the activities, events or workshops, and its impact measured through size of audience/participants or significance of event. The sustainability office will determine the authenticity of the sustainable event.

Frequency

Mid-Year Indicator

Required Evidence

Evidence required should include any proof demonstrating intellectual cross-disciplinary coordination of the events between the colleges; for example: collaboration in the organization in the event which is documented in minutes. The cooperation must involve participation in organizing the activities between the colleges, joint research activities and teaching are also considered as per the VCAA instructions.

Activities with the Male and Female deanships are not counted.

Value of the KPI/ Format

(a number or a percentage)

Number

Tools employed in collecting data

List of events, photos, meeting minutes, Newsletter articles, etc.

Data source - The unit responsible for providing the value of the KPI

Direct indicator from the Colleges

Commentary Required

College Deans should provide a detailed list of events within the performance system related to the performance result when available. Dates of the events should align to the calculation criteria (i.e. the date of the event falls within the date parameters of the reporting period 1st Sept – 28th Feb (mid-year) or 1st March – 31st Aug (end-of-year)).

Targets

2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
4 Unique events	4 Unique events	4 Unique events	4 Unique events	4 Unique events



Objective

Efficiently managing University of Sharjah resources to establish a sustainable financial base and examine the distribution of resources across programs.

KPI No. of courses with low enrolment (< 10 students).

Definition

This is a crucial indicator representing courses with low enrollment to help in developing a strategy to increase student enrollments.

If a department is seeing steady declines in certain courses, they can use the year-over-year enrollment KPI to see exactly when the enrollments are dropping and by how much. After monitoring this KPI, the department can determine if these courses should be eliminated or merged into other sections or increase section fill rates by adjusting the curriculum within the next few years.

Calculation equation/Method

Detailed list of courses with low enrolment (< 10 students)

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Indirect indicator, evidence provided by the VCCA office.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Registration department to provide the data.

Data source - The unit responsible for providing the value of the KPI

DQAI

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

TBC

2020/2021

TBC

2021/2022

TBC

2022/2023

TBC

2023/2024

TBC



Objective

Efficiently managing University of Sharjah resources to establish a sustainable financial base and examine the distribution of resources across programs.

KPI NEW Financial Variation

Definition

Includes the following KPIs:

Revenue Variation

Employee costs Variation

OPEX Variation

CAPEX Variation

Calculation equation/Method

Actual Revenue – Budgeted Revenue

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

-

Value of the KPI/ Format

(a number or a percentage)
Number and percentage

Tools employed in collecting data

-

Data source - The unit responsible for providing the value of the KPI

Hyperion and Banner - Finance

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

0.0

2020/2021

0.0

2021/2022

0.0

2022/2023

0.0

2023/2024

0.0



Objective

Efficiently managing University of Sharjah resources to establish a sustainable financial base and examine the distribution of resources across programs.

KPI Gross Operating Margin

Definition

will apply to revenue generator units only, It should be calculated as a percentage against the budget (Actual GOM divided by Budgeted GOM)

Calculation equation/Method

- Total Revenue - Total Salary costs -Total Operating costs = **Gross Operating Margin**

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

-

Value of the KPI/ Format

(a number or a percentage)
Number and percentage

Tools employed in collecting data

-

Data source - The unit responsible for providing the value of the KPI

Hyperion and Banner - Finance

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

100%

2020/2021

100%

2021/2022

100%

2022/2023

100%

2023/2024

100%



Objective

Efficiently managing University of Sharjah resources to establish a sustainable financial base and examine the distribution of resources across programs.

KPI Total Operation Costs

Definition

For non-revenue generator units The total operating costs is calculated as a percentage against the budget (Actual Operating Costs divided by Budgeted Operating Costs)

Calculation equation/Method

- Total Salary costs + fiTotal Operating costs = **Total Operating Costs**

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

-

Value of the KPI/ Format

(a number or a percentage)
Number and percentage

Tools employed in collecting data

-

Data source - The unit responsible for providing the value of the KPI

Hyperion and Banner - Finance

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

100%

2020/2021

100%

2021/2022

100%

2022/2023

100%

2023/2024

100%



Research Goal

Objective

Support and reward researchers, while engaging students

KPI 4.3 Average number of peer reviewed publications (Scopus Publication for English & (A and B) Publications for Arabic) per faculty member per year

Definition

This indicator is a numeric value indicating the average number of high-quality research studies in peer-reviewed journals by faculty members to ensure excellence in scientific research. These Academic journals must be regularly published by universities, academic institutions or scholarly societies, and scientific research centers following the regulations & criteria approved by the University. Equivalent publications are the Journal papers, book chapters, Artistic and creative works of Fine Arts, Design and Media, ... etc. that are not listed in Scopus & SJR databases; the Central Promotion Committee makes available a list of these publications with their suitable classification; (A) classification is equivalent to Q1 category, and (B) classification is equivalent to Q2 category as per Scimago Ranking (SJR).

As per the list from the research office

Calculation equation/Method

The total number of publications published per College divided by the number of Faculty Members (No. of published publications per college/number of faculty members) for that calendar year. Excluding lecturers and visiting faculty members.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

A SciVal report including a list of all faculty members published papers [accepted papers for publication are not counted] in Q1, Q2, or equivalent journals at the College, excluding lecturers and visiting faculty members' research. Papers must be 'University of Sharjah' affiliated during a selected calendar year, (For example, from January 1, 2020 to December 31, 2020).

For papers published in Arabic from Sharia, Law, Arts and Humanities, Colleges, a list of peer-reviewed published publications [accepted papers for publication are not counted] must be included along with the SciVal report.

Value of the KPI/ Format

(a number or a percentage)
Number

Tools employed in collecting data

SciVal system and spreadsheet for Arabic publications not included in Scopus & SJR databases.

Data source - The unit responsible for providing the value of the KPI

VCRGS office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

2

2020/2021

2

2021/2022

2

2022/2023

2

2023/2024

2

Objective

Support and reward researchers, while engaging students.

KPI 4.4 Average number of (Q1) Scopus Publications for English and (A) Publications for Arabic per faculty member per year.

Definition

This indicator is a numeric value indicating the average number of high-quality research studies in peer-reviewed journals by faculty members to ensure excellence in scientific research. These Academic journals must be regularly published by universities, academic institutions or scholarly societies, and scientific research centers following the regulations & criteria approved by the University. Equivalent publications are the Journal papers, book chapters, Artistic and creative works of Fine Arts, Design and Media, ... etc. that are not listed in Scopus & SJR databases; the Central Promotion Committee makes available a list of these publications with their suitable classification; (A) classification is equivalent to Q1 category as per Scimago Ranking (SJR).

As per the list from the Vice Chancellor for Research and Graduate Studies office

Calculation equation/Method

$\% \text{ Of Increase in Citations} = (\text{Current year result} - \text{Previous year result}) / \text{Previous year result} * 100$
(Excluding lecturers and visiting faculty members).

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

A SciVal report including citations per college of all faculty members research papers with the 'University of Sharjah' affiliation, excluding lecturers and visiting faculty members.

Approved by the Vice Chancellor for Research and Graduate Studies.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

SciVal system and spreadsheet for Arabic publications not included in Scopus & SJR databases.

Data source - The unit responsible for providing the value of the KPI

VCRGS office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

1

2020/2021

1

2021/2022

1

2022/2023

1

2023/2024

1



Industry & Community Goal

Objective

Communicate and collaborate more effectively with industry and community.
Increase local, regional, and international relations in order to
foster research and innovation through collaboration.

KPI 5.1 Average number of advisory council meetings.

Definition

The indicator reports the number of advisory board meetings taking place each year, colleges are required to ensure that one advisory board meeting is held each semester. In addition, the performance of the meeting will be measured through the average number of advisory board member attendance and % of completed actions from advisory board meetings. Representatives from each department within the college should attend, together with representatives from industry. This should be an opportunity to evaluate and align curriculum to industry's needs. In addition, the development of effective utilization of MOU's should be reviewed.

Calculation equation/Method

No. of advisory board meetings documented each semester

Frequency

Mid-year Indicator

Required Evidence

Formal approved meeting minutes of the advisory boards reflecting meeting action plans that report progress, which date aligns to the evidence and calculation criteria (i.e. the date of the minuting falls within the date parameters of the reporting period 1st Sept – 28th Feb (mid-year) or 1st March – 31st Aug (end-of-year). Note: Evidence such as presentations, pictures or video recordings will not be considered as evidence.

Value of the KPI/ Format

(a number or a percentage)

Number

Tools employed in collecting data

Signed meeting minutes of the Advisory Board

Data source - The unit responsible for providing the value of the KPI

Direct from the Colleges

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

2

2020/2021

2

2021/2022

2

2022/2023

2

2023/2024

2

Objective

Communicate and collaborate more effectively with society to Increase local, regional and international relations in order to foster research and innovation through collaboration.

KPI 5.2 % Active participation of local MOU(s).

Definition

The indicator reports the number of colleges active local memos of understanding. Colleges are required to act upon memos of understanding signed. This KPI requires examples of activation from each college, this can include activities or events in partnership, research partnerships, sponsorship, students Internships etc. The partner must play a significant role in the delivery of the activity. This indicator records the number of activities not the number of partnerships.

1. A guidance policy from the VCCA office will be issued to detail the measurement criteria of this indicator.
2. This indicator reports participation of college memorandums on understanding. The denominator for the indicator is the number of MoUs signed within the past few years, the numerator is evidence of participation related to the signed local MoUs.

Calculation equation/Method

Number of active local MOUs signed in coordination with the VCCA office divided by the total number of local MOUs signed * 100

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

List of Active local MOUs signed, Memos of Understanding and examples of activating the MOUs within the reporting period (i.e. the reporting date falls within the date parameters of the reporting period 1st Sept – 28th Feb (mid-year) or 1st March – 31st Aug (end-of-year)).

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

List of recent active MOUs in a spreadsheet.
Activation examples of the listed MOUs.

Data source - The unit responsible for providing the value of the KPI

Direct from Colleges, results will be verified through the VCCA office.

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

22%

College Average

2020/2021

33%

College Average

2021/2022

43%

College Average

2022/2023

53%

College Average

2023/2024

63%

College Average

Objective

Communicate and collaborate more effectively with society to Increase local, regional and international relations in order to foster research and innovation through collaboration.

KPI 5.3 % Active participation of International MOU(s).

Definition

The indicator reports the number of active International memos of understanding. Colleges are required to act upon memos of understanding signed. This KPI requires examples of activation each semester from each college, this can include activities or events in partnership, research partnerships, sponsorship etc. The partner must play a significant role in the delivery of the activity. This indicator records the number of activities not the number of partnerships.

1. A guidance policy will be issued from the OIR office to detail the measurement criteria of this indicator.
2. This indicator reports participation of college International memorandums on understanding. The denominator for the indicator is the number of MoUs signed within the past few years (Number of International MOUs signed in coordination with the International Relations office (+) number of MOUs signed within the college and NOT included in IRO database, the numerator is evidence of activation\participation related to the signed International MoUs.

Calculation equation/Method

Number of active International MOUs signed in coordination with the OIR office divided by the total number of International MOUs signed * 100

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

List of Active International MOUs signed Memos of Understanding and examples of activating the MOUs within the reporting period (i.e., the reporting date falls within the date parameters of the reporting period 1st Sept – 28th Feb (mid-year) or 1st March – 31st Aug (end-of-year).

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

List of recent active MOUs in a spreadsheet.
Activation examples of the listed MOUs.

Data source - The unit responsible for providing the value of the KPI

Direct from Colleges, results will be verified through the OIR office.

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

22%

College Average

2020/2021

33%

College Average

2021/2022

43%

College Average

2022/2023

53%

College Average

2023/2024

63%

College Average

Objective

Communicate and collaborate more effectively with society to Increase local, regional and international relations in order to foster research and innovation through collaboration.

KPI NEW % Global engagement by Colleges

Definition

Global engagement by colleges includes all activities with international institutions to serve teaching and research reputations).

- Partner universities are universities that have MoU with UOS
- international institutions are any international institution not necessarily linked with UoS through MoUs

KPIs (activities)

- MoU only: Joint academic programs between the college with partner universities.
- MoU only: Exchange of faculty members Inbound and Outbound for at least one semester with partner universities
- MoU only: Exchange of students Inbound and Outbound for at least one semester with partner universities
- Attract visiting PhD students from international institutions and partner universities.
- Joint supervision of graduate students, in particular PhD, with international institutions and partner universities
- Joint theses examination and/or scientific research with international institutions and partner universities
- Joining scientific and academic committees with international institutions and partner universities
- Organising seminars and/or conferences with international institutions and partner universities
- Organising seasonal schools with international institutions and partner universities
- Publish research outcomes on Scopus databases in collaboration with members of international institutions and partner universities
- Attracting funding to joint scientific research in cooperation with international institutions and partner universities
- Conducting students' training with international institutions and partner universities
- Joint news publications and press release with international institutions and partner universities
- Any other activity that contributes to promote the UoS research and academic reputations on the international arena, such as inviting faculty members from universities to take part in the popular QS annual academic surveys.

Calculation equation/Method

Number of active International MOUs signed in coordination with the OIR office divided by the total number of International MOUs signed * 100

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

OIR has established a set of strategic indicators that have been approved by the VC council

Value of the KPI/ Format

(a number or a percentage)

Percentage

Tools employed in collecting data

List of recent active MOUs in a spreadsheet.
Activation examples of the listed MOUs.

Data source - The unit responsible for

providing the value of the KPI

Direct from Colleges, results will be verified through the OIR office. Map the evidences provided by the Colleges versus the above KPIs

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

TBC

2020/2021

TBC

2021/2022

TBC

2022/2023

TBC

2023/2024

TBC



Teaching and Learning Goal



Objective

Develop and support innovative teaching methodologies and course design and delivery.

KPI Overall satisfaction with course (teaching units) experience.

Definition

The KPI ensures that faculty engage their students effectively and that students benefit from the course content its faculty. This excludes summer offerings.

The KPI measures the percentage of students reporting “good/average” in the teaching evaluation surveys at the end of the teaching unit (course, stream, studio – inclusive of all college study plans).

Calculation equation/Method

Total number of courses in which at least 70% of students report “good/average” in the teaching evaluation surveys /

Total number of courses offered per semester.

Frequency

Mid-Year Indicator

Required Evidence

Integrated reports from Banner System with Spider

Value of the KPI/ Format
(a number or a percentage)

Tools employed in collecting data

Quality Assurance office will supply and validate the data

Data source - The unit responsible for providing the value of the KPI

Indirect indicator, evidence provide by the quality assurance office.

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

4.2%

College Average

2020/2021

4.3%

College Average

2021/2022

4.3%

College Average

2022/2023

4.4%

College Average

2023/2024

4.5%

College Average

Objective

Review, develop and accredit academic programs to meet the 21st century job market.

KPI NEW KPI % of course using hybrid learning

Definition

Traditional – Face to Face Model: In this model, instructional delivery, course activities and assessment are conducted inside the classrooms on campus. Students are required to attend all classes on campus.

Online Synchronous Model: In this model, classes and lectures are delivered in real-time according to the official class schedules/study plans/time tables through web conferencing applications

Hybrid-Flexible (HyFlex) Model: In this model, the instructional delivery and other teaching activities are held on campus

Calculation equation/Method

To be confirmed

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Proposed: A systematic record or the attendees at a specific course

Value of the KPI/ Format
(a number or a percentage)
Percentage

Tools employed in collecting data
To be confirmed

Data source - The unit responsible for providing the value of the KPI
To be confirmed

Commentary Required
College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

NA

2020/2021

NA

2021/2022

NA

2022/2023

50%

2023/2024

50%

Objective

Review, develop and accredit academic programs to meet the 21st century job market.

KPI KPI6.9 % of internally reviewed academic programs (per year).

Definition

The KPI ensures that faculty regularly review the degree courses and other degree requirements towards further updates and improvements.

The KPI measures the percentage of degree-awarding programs reviewed by the academic department and/or program faculty.

Calculation equation/Method

Identify the number of internally reviewed academic programs within the agreed review program, expressed as a percentage.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Evidence is not required.

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office
Records

Data source - The unit responsible for providing the value of the KPI

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

30%

2020/2021

30%

2021/2022

30%

2022/2023

30%

2023/2024

30%

Objective

Review, develop and accredit academic programs to meet the 21st century job market.

KPI NEW % On time re-accredited academic programs

Recommend delete the KPI6.10 % of nationally accredited academic programs and replace it with a new KPI that measures re-accredited programs on time

Definition

The KPI ensures that colleges maintain active national accreditation of all its degree offered.

The KPI measures the number of eligible academic programs accredited through the MoE-CAA.

The KPI ensures that colleges reaccredit their existing programs through the MoE-CAA on time without any delays.

Calculation equation/Method

Total number of academic programs with active CAA accreditation / Total number of academic programs in the College.

Total number of academic programs with active renewed CAA accreditation / Total number of accredited academic programs in the College.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Evidence is not required

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office
Records

Data source - The unit responsible for providing the value of the KPI

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

100%

2020/2021

100%

2021/2022

100%

2022/2023

100%

2023/2024

100%

Objective

Review, develop and accredit academic programs to meet the 21st century job market.

KPI 6.11 % of nationally accredited programs implemented.
(within one year of receiving initial accreditation).

Definition

The KPI ensures that new initially accredited programs begin recruiting and offering classes as soon as it receives accreditation from the MoE-CAA.
The KPI measures the number of initially accredited programs implemented within one year from receiving initial accreditation.

Calculation equation/Method

Total number of initially accredited programs implemented / Total number of Initially accredited programs

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Evidence is not required

Value of the KPI/ Format
(a number or a percentage)
Percentage

Tools employed in collecting data

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office
Records

Data source - The unit responsible for providing the value of the KPI

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020

100%

2020/2021

100%

2021/2022

100%

2022/2023

100%

2023/2024

100%

Objective

Review, develop and accredit academic programs to meet the 21st century job market.

KPI 6.12 % of eligible academic programs achieving international accreditation.

Definition

The KPI ensures that eligible academic programs work towards achieving international accreditation. Eligibility is determined by the Dean of Quality Assurance, Institutional Effectiveness and Accreditation, in consultation with the College Dean and Vice Chancellor of Academic Administration.

The KPI measures the number of eligible academic programs achieving international accreditation.

Calculation equation/Method

Identify the number of eligible academic programs achieving international accreditation.

Frequency

Annual Indicator (End-of-Year KPI)

Required Evidence

Evidence is not required

Value of the KPI/ Format

(a number or a percentage)
Percentage

Tools employed in collecting data

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office
Records

Data source - The unit responsible for providing the value of the KPI

Vice Chancellor for Quality Assurance, institutional effectiveness, and accreditation office

Commentary Required

College Deans should provide commentary within the performance system related to the performance result when available and if below target.

Targets

2019/2020
43%
College Average

2020/2021
44%
College Average

2021/2022
55%
College Average

2022/2023
55%
College Average

2023/2024
67%
College Average