



Title: Institutional Performance Measurement Procedures

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Review: The procedures are subject to periodic reviews as per amendments
of Institutional Performance Measurement Policy

1. Purpose

The purpose of this document is to describe the procedures to be followed by all academic and administrative staff, and students at Gulf University to ensure consistency in implementation of Performance Measurement Policy across all Colleges, Departments, programs and administrative Units, Departments, and Offices.

2. Scope

These procedures apply to:

- all Colleges, Departments, Centers, Units, Offices (both Academic and Administrative), Councils, Committees and their functions at Gulf University.
- all academic and administrative staff and students at Gulf University.
- external stakeholders, namely alumni and employers of the graduates of the University.

3. Acronyms

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| BQA | Education and Training Quality Authority |
| GU | Gulf University |
| HOD | Head of Department |
| IPM | |
| KPI | Key Performance Indicator |
| LMS | Learning Management System |
| PMO | Performance Measurement Officer |
| QADC | Quality Assurance and development Center |
| SIS | Student Information System |

4. Definitions

Strategic Plan: The Strategic Plan provides the structure and framework to implement the initiatives of the organization at functional level and its impact on performance parameters. It is an inclusive process and embraced an internal and external environment scan, identifying goals and objectives, deriving initiatives,

achieving milestones, as well as stakeholder participation in accordance with financial resources.

Key Performance Indicator: A Key Performance Indicator (KPI) is a measurable value/parameter that demonstrates how effectively the Institution is able to achieve its strategic objectives.

Performance Measurement Officer: Performance Measurement Officer (PMO) is responsible for integrating data compiled from internal source/system in order to ensure evidence based/informed decision making.

Student: A student is any individual who has completed the formal procedures necessary to register on a program offered by Gulf University.

University Constituents: University Constituents are Colleges, Departments, Centers, Units, Offices (both academic and administrative), Councils and Committees at Gulf University.

5. Procedure Details

5.1 Preamble:

- 5.1.1 University Management and Colleges are supported by a number of Units, Departments, Centers, and Offices to facilitate and ensure the effectiveness of the academic and administrative operations and activities, such as: Quality Assurance & Development Center (QADC), University Research Council, Community Engagement and Continuous Education Centre, Admission and Registration Unit, Students Services Unit, University Library, IT Department, HR Department, Finance Department, and Facilities Department.
- 5.1.2 Institutional Performance Measurement (IPM) Office under Quality Assurance Unit at QADC shall develop and implement appropriate and effective tracking mechanisms to measure the performance of all academic and non-academic Units.
- 5.1.3 The IPM Office shall work closely with the above mentioned units and with the University Management to provide accurate and up-to-date data and analysis that define the actual performance against the planed and targeted standards followed by performing extensive analysis and reporting in order to assist the University with evidence-driven strategic decision-making and best day to day operations.

5.2 Planning Stage

- 5.2.1 Both Unit of Admission and Registration and IT department shall ensure smooth functioning of SIS and particularly Learning Management System (LMS) at the beginning of the academic year.
- 5.2.2 Deans, in collaboration with HODs, shall review the membership of Advisory Board and choose new members if required at the beginning of the academic year, as per .
- 5.2.3 Alumni Office at Unit of Students Service shall update the list of alumni and the relevant details at the beginning of the academic year.
- 5.2.4 Before the end of the academic year all non-academic units at the University shall review the functioning of the tracking system.
- 5.2.5 Two weeks before the final examination of each semester, IT Department shall provide access to students to complete the course evaluation survey on the e-learning system (Moodle-SIS). Unit of A&R shall assist in communication with students, through email and SMS, to complete the survey.

5.3 Implementation Stage:

5.3.1 Students' Satisfaction Measurement:

- a. One week before the midterm examinations, course Instructors shall get feedback of students on teaching and learning for the particular course by distributing the "In Semester Course Feedback Form (GU-PR04TL-F04)", as early intervention to review the teaching -learning methods. If required, and based on the feedback of students in the particular course, the Instructor shall modify the teaching and learning methods.
- b. Two weeks before the final examinations of each semester, the students shall complete the Course Evaluation Survey to reflect the satisfaction for the course and for the Instructor to provide feedback on utilization of class hours, communication, and fair treatment to all students, subject proficiency, feedback on assessment, encouraging independent learning etc. apart from the feedback on the course itself.
- c. Course Evaluation Survey shall be conducted electronically on the e-learning system (Moodle) without the presence of the Instructor. Course instructor shall not have access to the individual student details except the overall analysis.
- d. Performance Measurement Officer (PMO) shall analyze the survey reports generated through the e-system, shall upload the soft copy on SharePoint and share summary analysis of the reports to relevant Deans to reflect in the improvement plan.

- e. Before the end of each academic year, students shall complete the General Satisfaction Survey to reflect their satisfaction on the learning experience including the services and facilities provided to them. This survey shall be conducted electronically on the e-learning system (Moodle) in collaboration with IT Department.
- f. Performance Measurement Officer shall analyze the survey reports generated through the e-system and shall send the reports to relevant Heads/Managers of administrative Units/ Department. The feedback from the students shall be reflected in the improvement plan for each administrative Unit/Department.
- g. After completing the internship in each semester, relevant students (interns) shall complete the “Internship Survey Feedback Form”, followed by sending the completed forms to Internship and Career Development Office.
- h. PMO shall analyze the survey reports and the feedback, shall send a summary of analysis to relevant HODs for future action, with copy of the report shall be retained at the Internship and Career Development Office.
- i. After completing the graduation project in each semester, students shall complete the “Satisfaction Survey Feedback Form”, followed by sending the completed forms to Internship and Career Development Office.
- j. PMO shall analyze the feedback forms, shall send a summary report to relevant HODs and Academic Supervisors to reflect in the improvement plan.
- k. Academic supervisors and the College management shall maintain a copy of the survey reports and the feedback shall be reflected in the improvement plan.
- l. The graduating students during their final semester at the University, shall complete the “Exit survey” on the e-Learning system (MOODLE) in collaboration with the IT Department and Unit of Student Services.
- m. PMO shall analyze the survey reports, shall send the the reports to HODs. The feedback from the graduating students shall be reflected in the improvement plan and review of the academic program.

5.3.2 Students’ In Semester Academic Progress Measurement:

The Admission & Registration (A & R) Unit shall provide students’ academic performance reports from the Learning Management System (LMS) three times in each semester:

- After the end of add and drop period to identify and early intervention of the students at risk
- One week after the midterm exam to follow up with the students' academic performance and to take necessary action to deliver better in the final examination
- After the declaration of final grade of the semester to assist the academic advisors

The academic performance reports reflect the following categories:

- For individual student in each course (accessible to each student, responsible course Instructor, academic advisor)
- For individual student's CGPA in all registered courses (accessible to each student, academic advisor)
- Class average for each course (accessible to each instructor, program manager/HOD)
- Average GPA of students in each program and percentage of students at risk (accessible to each program manager/HOD),
- Class average in each College (accessible to Dean),
- Class average at the University (accessible to VP Academic),
- Range of progression reports as per demographics (accessible to Dean, VP Academic),
- Performance of the students who failed in placement test,
- Performance of the students with high school GPA less than 60%.

5.3.3 Students' Year to Year Progression Rate

A & R Unit shall provide the following reports from the LMS at the end of each academic year in the following categories:

- Year to year progression rate of students in each program,
- Year to year progression rate of students in each college,
- Year to year progression rate of students in the university,
- Year to year ratio of students with withdrawal from the program,
- Year to year ratio of students with internal and external transfer.

5.3.4 Student Cohort Academic Performance

A & R Unit shall provide the student cohort progress reports from the LMS for each cohort in the following categories which are considered as major input in periodic program review. The reports are in the following categories:

- Average GPA of graduates (accessible to program manager/HOD),
- Frequency of range of GPA of graduates (accessible to program leader/HOD),
- Average length of study period of graduates (accessible to program leader/HOD),
- Drop out and retention rate of graduates (accessible to program leader/HOD, Dean),
- Ratio of transferred students both internal and external ((accessible to program leader/HOD, Dean).

5.3.5 Student Achievement of CILOs and PILOs

- a. Program leader/HOD shall upload/update the PILOs in the LMS once new program is introduced or there is revision in the existing program.
- b. At the beginning of each semester the course instructor shall upload/update the CILOs and relevant mapping in the LMS.
- c. The students' achievement of CILOs and PILOs can be measured using direct and indirect measuring tools.
- d. The direct measurement includes students' academic performance implemented through various assessment strategies during course.
- e. Indirect assessment tools are implemented through stakeholder feedback survey which supports the skills and competences required for labor market through the achievement of PILOs.

i. Direct Measurement:

- a. Each instructor shall design assessment strategy for the course based on the mapping of courses to assessment tools. Assessment tools shall reflect the measurement of CILOs which shall be prepared by the course instructor (Course Assessment Alignment with CILOs) and embedded in the course specification which shall be uploaded to the Outcome Based Education (OBE).
- b. Course Instructor shall further demonstrate the alignment of each question with CILOs through various assessment forms. Hence students assessed work shall reflect the achievement of learning outcomes for each course and in turn shall contribute to the attainment of PILOs.
- c. At the end of each semester, instructor shall upload the marks for each assessment conducted for each student to OBE. Accordingly the system shall generate report showing students' average GPA and percentage attainment of CILOs in each course. Since the

CILOs are mapped to PILOs, a report on the percentage achievement of PILOs is also generated. The threshold level for CILO achievement is determined at 60%.

- d. Reports shall reflect the following measures:
 - the extent of achievement of the outcomes related to knowledge and understanding;
 - subject specific skills;
 - critical thinking skills;
 - general and transferable skills based on assessed work of the students.
 - If the CILO achievement for any course is less than 60%, the instructor shall identify measures to improve the achievement of CILOs in the next cycle.
- e. All these reports shall be accessible by the program leader/HOD and Deans for future actions which are considered as input for program review and development.

ii. Indirect Measurement:

Following are the indirect assessment tools which are implemented consistently to measure the achievement of CILOs:

Alumni Survey:

- The alumni survey focuses on measuring satisfaction of the academic program in which they were enrolled; satisfaction in preparing themselves for the first job after graduation and the current job, link between specialization and the current job, satisfaction in their career progression, need for further training or professional courses to perform better at work etc.
- Alumni Officer shall update the list of Alumni at the end of each semester.
- Alumni Officer is responsible to send the Alumni Survey Form to the alumni at the end of each academic year or the feedback is collected during the Alumni association meeting conducted at University premises.
- Alumni Officer collects the filled survey forms and sends to PMO for analysis of the responses. Analysis of the reports shall be sent to relevant program leaders/HODs and Deans to reflect in the improvement plan and program review.

Employer Survey:

- The employer survey focuses on measuring satisfaction of the employers of GU graduates about the readiness of the graduates for the current job; reflection of the skills and competences of the

graduates in performing the job, soft skills of the graduates like, teambuilding, leadership, communication, professional ethics etc., whether there is a skill gap in preparing 21st century graduates, need for training to prepare them fit for labour market and the labour market needs.

- At the end of each academic year the Alumni Officer shall send the Employer Survey Form to the employers of the alumni.
- Alumni Officer collects the filled survey forms and sends to PMO for analysis of the responses. Analysis of the reports shall be sent to relevant program leader/HOD and Deans to reflect in the improvement plan and program review.
- Employer feedback is also collected through focus group interview or face to face meeting to get more information about the current and future jobs and the required skills in labor market.

5.3.6 Measuring the Utilization of Learning Resources:

Students can access to various learning resources during the study period which ranges from physical library (printed copies of books and journals), e library and course material on Moodle/LMS.

Usage can be measured in the following way:

Library usage by students and staff:

- Users shall use fingerprint scanning while entering and leaving the library.
- Library Management software, KOHA, will measure utilization of library resources and will generate series of reports, namely:
 - Number of students using library,
 - Number of staff using library,
 - Number of students requested printing/photocopying service,
 - Number of usage computer /Internet Use,
 - Number of research database,
 - Number of library orientation Activities,
 - Number of collaborative library Activities,
 - Number of book acquisition,
 - Number of journal subscription and renewal,
 - Number of books donated,
 - Number of book requests for Purchase (per department),
 - Number of borrowers (per month),

- Number of users referring books in the library,
 - Number of access to the library website,
 - Number of staff/student using database (per month).
- The series of reports shall be sent to relevant program leader, HODs and Deans for evidence decision making.
 - PMO shall prepare and send the summary of analysis report to Deans along with recommendations given by QADC.
 - Deans shall prepare the improvement plan for better utilization of library usage. Once it is approved by the University Council, it shall be communicated to Head of library.

MOODLE Usage:

- Each course Instructor shall access the Moodle/LMS with assigned user id and password to upload the course material and assessment.
- Teaching Excellence and Technology center, in collaboration with Institutional Performance Measurement Office, shall produce Moodle Utilization report at the end of each semester and shall send it to relevant Deans for improvement action.
- PMO shall prepare and send summary analysis report, together with recommendations by QADC, to Deans to set a mechanism for better Moodle usage.

5.3.7 Measuring Utilization of Physical Resources/ Facilities

Measuring the utilization of classroom:

- IT department shall prepare annual report of facility usage regarding number of classrooms used, frequency, time spent on using tools like projector, interactive white board etc.
- The report shall be sent to PMO for analysis and the analysis report shall be sent to QADC for recommendations.
- The recommendations then shall be sent to Deans for improvement action for better utilization of facilities.

Measuring the utilization of Computer labs:

- Each staff and student has unique user id and password to access any workstation in the computer lab. LABSTATS is a lab tracking cloud

based software for measuring extent of technology usage in computer labs. This tracking software tool helps to measure effective utilization of computer lab. This not only provides the usage of key applications but can track local and web-based applications.

- The reports ensure actual usage of applications in all the labs and identify underutilized labs. It further provides insight to computer hardware and software upgrade.
- The following customized reports are generated through LABSTATS:
 - Summary Reports showing aggregate sessions as per station, group, user, application or tag
 - Session Reports which provide a list of application, power or login sessions individually
 - History Reports which generate a timeline of various data points measuring averages, sums or percentages
 - Point in Time Reports give insight to power, login, and application sessions for a specific point in time
 - Breakdown Reports which classify stations/various computer labs by specific features
- Summary reports are classified into the following:
 - Login Summary by user,
 - Login Summary by station,
 - Login Summary by group,
 - Application Summary.
- Session reports are of 3 categories:
 - Login sessions,
 - Application sessions,
 - Power sessions.
- History reports are grouped into the following:
 - Usage history,
 - Peak usage history,
 - Login history,
 - User history,
 - Application launch history,
 - Application usage history,
 - Active session history,
 - Average login history,
 - Average usage history by week,
 - Average usage history by day.
- The reports are generated according to the goal of measurement and can be analyzed by interpreting the data presented in tables, charts

and graphs. This further infers the effective utilization of university physical and learning resources for continuous quality enhancement.

- The reports not only highlight the usage of computer labs and library resources but suggestions are given to improve the effective utilization of lab and library.
- PMO shall access the system generated reports and prepare summary analysis report to be sent to QADC for recommendations. The recommendations shall be finally sent to the relevant Deans of the colleges to reflect the results of the analysis in the improvement plan.

Measuring the utilization of Engineering labs, Studios, Media Studio:

- IT department shall prepare annual report of facility usage regarding engineering labs, design studios, creativity platform, media studio etc.
- The report shall be sent to PMO for analysis and the analysis report shall be sent to QADC for recommendations. The recommendations then shall be sent to college deans for improvement action for better utilization of facilities.

5.4 Academic Staff Performance Measurement

Faculty performance is measured by 360 degree feedback method which calls for appraisal by self, peer, line manager, students etc. This ensures transparency, consistency and fairness in the appraisal system.

Self-Appraisal: During the month of May, each academic staff shall complete the self- appraisal columns of the Faculty Appraisal Form reflecting faculty self-assessment on teaching, research, community engagement, supervision in Internship and graduation project, academic advising, professional development activities, innovation and initiative towards University mission, involvement at University and College level committees etc. Weight is assigned for each parameter and each faculty shall rank his/her own performance based on predetermined criteria. Faculty shall attach relevant supporting material to substantiate the self-assessment and claims therein.

Course Evaluation Survey/ Feedback by Student: Two weeks before the final examination in each semester students shall complete the course

evaluation survey on MOODLE (SIS) to provide feedback on utilization of class hours, communication, fair treatment to all the students, subject proficiency, feedback on assessment, encouraging independent learning etc. apart from the feedback on the course itself. Course evaluation survey report (generated by the system) is available to the deans and course instructor has also access to the analysis without having details of individual student feedback. This feedback given by the students also acts as important criteria for faculty appraisal.

Line manager/HOD/Dean Appraisal: Once the self-appraisal column is filled out along with supporting materials, the faculty shall submit the appraisal form and the related documents to his/her line manager for appraisal. If there is major discrepancy between the faculty self-assessment and line manager's appraisal there is mechanism to call for meeting and discuss about the discrepancy to solve the issue.

Peer Review: During the semester, peer visit is conducted for each faculty. As per the schedule prepared by the program manager/HOD class observation shall be done by the peer/colleague from the same program based on few criteria. Peer review form shall be filled out by the observer and the completed form shall be submitted to the program manager/HOD along with recommendations. HODs shall prepare a comprehensive peer review report to summarize the observations made by the peer reviewers. The report shall be sent to the college dean for improvement action and hard copy is kept in the department file.

The faculty appraisal form shall be sent to the college dean to ensure transparency and consistency of the appraisal process. There is separate Appraisal Form available for implementation for HOD and Deans. To enhance the effectiveness of the performance measurement system chairs of relevant committees shall assess the faculty performance once self-appraisal and line manager's assessment are done. All the above reviews and forms shall be sent to HR department. Final score is calculated and as per the clear criteria, decision shall be taken whether faculty contract shall be renewed with letter of appreciation/promotion/incentives etc. or contract will be renewed without letter of appreciation or contract will be renewed subject to some conditions or improvement required or the contract will be terminated etc. HR shall retain the records of all the appraisal forms and shall prepare the contract for the upcoming academic year.

5.5 Administrative Staff Performance Measurement

During the month of May the line manager of the administrative staff shall complete the appraisal form designed for the administrative staff based on the

principle of non-discrimination and equity. Staff achievement throughout the academic year, commitment, attitude, meeting deadline, relationship with peers etc. shall be considered while conducting the performance appraisal. Line manager shall discuss the major observations or outcome of the appraisal with the concerned administrative staff before finalizing the appraisal form. The filled forms shall be sent to HR for records. The decision to renew the contract for the next academic year or to terminate the staff shall depend on the outcome of performance appraisal. Administrative staff shall receive letter of appreciation as recognition of the good work or warning letter to improve upon the performance in the next academic year which shall be retained in the staff file.

5.6 Performance of Administrative Unit/Department/ Center

Aligned with the KPI of each strategic direction performance parameters to be measured for each supportive unit/department/ center shall be identified by the PMO. In order to ensure evidence based decision making PMO shall identify the following: what to measure; how to measure; why to measure, how often to measure and to whom to report. The unit/department/center shall prepare action plan derived from strategic initiative and the annual target for the academic year. QADC shall conduct annual audit for the administrative units/ departments/ centers namely, Admission and Registration Unit, Student Services Unit, Human Resources Department, Information Technology Department, Library, Accounts Department, Quality Assurance and Development Center, University Research Council, Community Engagement and Continuous Learning Center, Innovation and Entrepreneurship Center, Teaching Excellence and Technology Center, Media Production Center, Facilities and Purchasing Department. The audit team of QADC shall conduct the audit as per the Quality Audit Procedures and the check list. The audit team shall review the completion of files in terms of minutes of meetings, reports, action plan and achievements/ progress report. Once audited the report shall be discussed in the University Quality Assurance Committee and to be further sent to the line manager of the head of the unit/department/center. The feedback and the recommendations shall be reflected in the improvement action plan of the next academic year.

5.7 Performance of University and College level Committees, Councils

QADC shall review the performance of the councils, committees at university and college level annually. Committee chairs shall be sent prior notification of at least one week to prepare the relevant documentation concerning the functioning of the committee and council. The audit team shall monitor the conduct of the meetings as per the Terms of reference, issued discussed and finalized/approved in the meeting along with supportive materials, reporting

mechanism. The audit team shall review the consistency of minutes of meeting and related documentation, effectiveness of the committee in continuous enhancement towards achieving the aims/objectives and ensuring evidence based decision making.

5.8 Measurement of University Key Performance Indicators

University shall measure its own performance against key performance indicators. Overall performance of the colleges, departments, units, centers, offices collectively shall contribute to the measurement of the KPIs under each strategic direction. Annual Progress report for the action plan of the supportive units, colleges, centers shall be prepared by the respective head, director or dean comparing with the annual target stipulated in the 5 year roadmap. Similarly QADC shall prepare the achievements of the strategic initiatives under each strategic objective aligned with the achievements of the units, departments, centers, offices, colleges etc. University annual progress report shall identify percentage achievement, what went well, priorities for the next year and the evidence of achievement.

5.9 Review and Follow up

Based on the feedback given by the heads of academic and administrative units University Policy Development and Review Committee shall review the survey forms and update to make it more effective if needed.

6. Responsibilities

Academic and Administrative staff are responsible for:

- implementing this document appropriately.

Heads of Departments are responsible for:

- ensuring that all faculty members are fully informed of this document.
- ensuring that this document is appropriately implemented.

Heads of Units/Centers, Managers of Department are responsible for:

- ensuring that academic staff is fully informed of this document.
- ensuring that this document is appropriately implemented

Deans are responsible for:

- ensuring that all faculty members follow this document.
- ensuring that this document is appropriately implemented.

Vice President for Academic Affairs is responsible for:

- ensuring that this document is appropriately implemented.

University Policy Development and Review Committee is responsible for:

- Systematic review of the effectiveness of this document.

7. Related Policies

- Admission Policy
- Assessment Policy
- Staff Appraisal Policy
- Teaching and Learning Policy

8. Related Procedures

- Admission Procedures
- Assessment Procedures
- Graduation Project Procedures
- Internship Procedures
- Staff Appraisal Procedures
- Teaching and Learning Procedures

9. Related References and Standards

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| BQA | National Qualifications Framework Handbook |
| BQA | Programs-within-College Reviews Handbook |