المملكة العربية السعودية
وزارة التعليم
جَامِعَةُ أُمّ القُرىٰ

Performance Indicators

Self-Study Report

Umm Al-Qura University

1440

UQU

Performance Indicators

for the Academic Year 1438-1439

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Standard 1: Mission and Objectives

Key Performance Indicators for Standard 1

KPI S1.1

KPI: Stakeholders' awareness ratings of the Mission Statement and Objectives NCAAA KPI Reference Number: S1.1 Institutional KPI Reference Number: S1.1					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**External Benchmark**		**New Target Benchmark**
3.6	4.0	2015	3.67	King Fahd University of Petroleum and Minerals	3.9	4.0
		2016	3.62			
		2017	3.65	Qassim University	3.6	
		2018	3.69			

Analysis
The five- point scale used: • 5: I strongly agree, 4: I agree, 3: I agree to some extent, 2: I disagree, 1: I strongly disagree.   The above data show that the overall average for the evaluation of stakeholders' awareness of the mission and objectives in the year 2015 was 3.67. Though, it improved slightly to 3.69 in 2018, indicating an improvement and increased awareness of stakeholders of the statement of the mission and objectives. By observing the results of the external benchmark, it is clear that the average of the stakeholders' awareness of the mission and objectives scored the second highest value after KFUPM, which is 3.69, due to the movement and efforts exerted by the university to spread its mission and objectives. There are steps that will be taken in building the future plan "Tamkeen 2023" to ensure the participation of the largest possible segment of all the beneficiaries within the university (male and female leaders, teaching staff, men and women, male and female employees, and male and female students) as well as from outside the university (government and private sectors) through workshops, personal interviews, questionnaires, hashtags, and Twitter. It will also focus on highlighting the plan through the media before its actual beginning, during the preparation and formulation, and after launching its implementation. This will ensure its dissemination at all levels within the university and beyond.
Internal Benchmarking
1. Why this internal benchmark provider was chosen? • Because it is an institutional self-benchmarking of the university. **2. How was the benchmark calculated?** • The indicator itself was measured through 4 surveys conducted for leaders, faculty members, staff, and students, and the overall average was calculated, taking into account the relative weight of each category and the number of participants. The internal benchmark number: The highest score of the indicator was 3.67 in 1435 AH -1436 AH. **3. Name of the internal benchmark provider:** • Umm Al-Qura University (Self-benchmarking).
External Benchmarking
1. Why this external benchmark provider was chosen? • Because they are among the accredited universities in Saudi Arabia and are similar in their mission to Umm Al-Qura University. Their activities also deal with education, scientific research and community service. There is also the possibility of obtaining data for the measurement of the performance indicators. **2. How was the benchmark calculated?**

- Through the surveys conducted for the various groups in Qassim University and King Fahd University of Petroleum and Minerals and calculation of the overall average which were obtained from Qassim University and King Fahd University of Petroleum and Minerals.

3. Name of the external benchmark provider:
- King Fahd University of Petroleum and Minerals.
- Qassim University.

Additional Performance Indicators for Standard 1

API S1-s1

API: The average stakeholder's evaluation of how the mission provides an effective guideline in the decision-making process Institutional API Reference Number: S1-s1				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**New Target Benchmark**
3.89	3.8	2015	3.67	4
		2016	3.58	
		2017	3.70	
		2018	3.89	

Analysis

The five- point scale used:

- 5: I strongly agree, 4: I agree, 3: I agree to some extent, 2: I disagree, 1: I strongly disagree.

The average stakeholder's evaluation of how the mission provides an effective guideline in the decision-making process
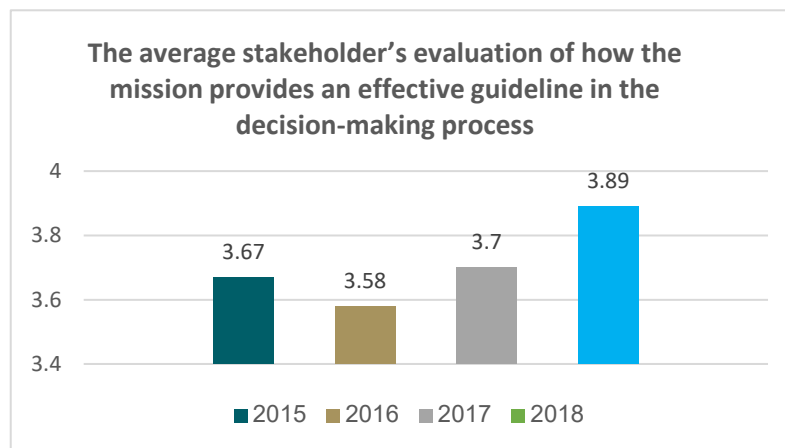
Compared with previous years, there is a high stakeholder's support that the idea that the mission provides an effective guideline in the decision-making process. However, since the target has not been achieved, it leaders should be informed of decision-making processes and urged to direct their decisions according to the mission.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?

- The indicator itself was calculated through surveys conducted for the leadership categories and the number of the Internal Benchmark is the highest result of measurement of the indicator 3.7 in 1437-1438 AH.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

Standard 2: Governance and Administration

Key Performance Indicators for Standard 2

KPI S2.1

KPI: Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities **NCAAA KPI Reference Number: S2.1** **Institutional KPI Reference Number: S2.1**				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**	**New Target Benchmark**
3.50	3.50	3.48	4.40 Imam Abdur Rahman bin Faisal University	4.00

Analysis
Measurements of the indicator over years:

Category	1436-1437 AH	1437-1438 AH	1438-1439 AH
Leaders	3.43	2.89	3.25
Faculty members	3.73	3.82	3.78
Staff	3.09	3.27	3.18
Students	3.68	3.73	3.71
Overall average	3.48	3.43	3.50

A general level of satisfaction with the university's policy manual has been achieved. The indicator's measurement achieved 70 % of the total score of the five-point scale and 100 % of the target of 3.5. The university seeks to improve the level of satisfaction with the policy manuals by establishing a unified policy manual with review and development.

Strengths:
- The policy manual is prepared at the level of each unit in the university.

Recommendations for Improvement:
- Establishment of a unified policy manual at the university level.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking for the university, and it is also the best result the university can achieve for this indicator under the current circumstances.

2. How was the benchmark calculated?
- By means of surveys conducted for the categories of faculty members and students and the calculation of the average, taking into account the relative weight of the average for each category.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- The University of Imam Abdur Rahman bin Faisal was chosen as an accredited university as well as the availability of data for the indicator.

2. How was the benchmark calculated?
- By calculating the results of the application of the survey questionnaire to the concerned categories on their satisfaction with the policy manual (on a five-point scale).

3. Name of the external benchmark provider:
- Imam Abdur Rahman bin Faisal University.

Additional Performance Indicators for Standard 2

API S2-s1

API: Stakeholders' evaluation of the quality of management (the efficiency and effectiveness of the Council of the University "tasks - leadership - planning processes - the relationship between the sections of male and female students - the companies associated with the university")

Institutional API Reference Number: S2-s1

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.65	3.75	3.55	4.00

Analysis

Measurements of the indicator over years:

Item	1436-1437 AH	1437-1438 AH	1438-1439 AH
Leaders	-	-	3.90
Faculty members	3.84	3.8	3.85
Staff	3.34	3.04	3.22
Students	3.48	3.72	3.61
Overall	3.55	3.52	3.65

The following were the results of the analysis of the questionnaire items.

Strengths:
- The University Council considers effective development as its primary objective in the interests of its students and the communities it serves.
- Adequate knowledge of the University Council about the functions and activities of the University and the needs of its staff.
- The leadership at the university encourages team work to achieve the goals and educational objectives of the University within the limits of their responsibilities.
- Leaders at all levels in the university work in collaboration with colleagues to ensure the effectiveness of the educational process.
- The rules of ethical practices and conduct of the university are declared and clear and are adhered to by all the staff.

Recommendations for Improvement:
- The need for the leadership of the university to encourage the initiatives of the subordinates and reward them within the framework of clear and specific policies and procedures.
- The need to take into account risk evaluation processes and reduce their effects in the event they occur in the development of the strategic plan of the University.
- The necessity of forming a risk management committee at the university.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university, and it is also the best result the university can achieve for this indicator under the current circumstances.

2. How was the benchmark calculated?
- By means of questionnaires for the categories of faculty members, staff and students and the calculation of the average taking into account the relative weight of the average for each category.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S2-s2

API: Stakeholders' evaluation of the quality of the organizational climate of the university **Institutional API Reference Number: S2-s2**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.75	3.75	3.46	4.00

Analysis

Measurements of the indicator over years:

Category	1436-1437 AH	1437-1438 AH	1438-1439 AH
Leaders	-	-	4.00
Faculty members	3.81	3.78	3.80
Staff	3.15	3.00	3.70
Students	3.36	3.61	3.49
Overall average	3.44	3.46	3.75

Strengths:
- The University community (leaders, faculty members, staff, students) participates in various activities, including workshops and surveys.
- The University Vice Rectorship for Development and Entrepreneurship takes charge of conducting opinion surveys about the work environment at the university through the Deanship of Development and Quality, taking into account that the current year 1438/1439 AH is better than the previous years where the surveys were conducted for both the first and second semester and the summer semester.

Recommendations for Improvement:
- The need for the leaders of the university to participate in the opinion survey works.
- The need for continuity of opinion surveys for the sections of male and female students.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking for the university, and it is also the best result the university can achieve for this indicator under the current circumstances.

2. How was the benchmark calculated?
- By means of surveys conducted for the categories of faculty members, staff and students and the calculation of the average, taking into account the relative weight of the average for each category.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S2-s3

API: Evaluation of stakeholders' awareness of ethical behavior **Institutional API Reference Number: S2-s3**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.71	3.75	3.69	4.00

Analysis

Measurements of the indicator over years:

Average rating on a five-point scale in an annual survey of faculty members, staff and students.

Category	1436-1437 AH	1437-1438 AH	1438-1439 AH
Leaders	-	-	3.90
Faculty members	4.00	3.93	3.97
Staff	3.24	3.41	3.33
Students	3.51	3.74	3.65
Overall average	3.58	3.69	3.71

Strengths:
- The existence of a system of ethical behavior that is evident in the system of Islamic values considering its existence in Makkah.
- Umm Al-Qura University has documentation and evidence for ethical rules for faculty members, in particular scientific research and codes of conduct for students as well as codes of conduct for staff including faculty members.

Recommendations for Improvement:
- The need to continuously improve and review the rules of ethical conduct regularly for all activities of the University.
- Automate research integrity systems to ensure quality performance.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking for the university, and it is also the best result the university can achieve for this indicator under the current circumstances.

2. How was the benchmark calculated?
- By means of surveys conducted for the categories of faculty members, staff and students and the calculation of the average, taking into account the relative weight of the average for each category.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

Standard 3: Management and Improvement of Quality Assurance

Key Performance Indicators for Standard 3

KPI S3.1

KPI: Students overall evaluation on the quality of their learning experiences
NCAAA KPI Reference Number: S3.1
Institutional KPI Reference Number: S3.1

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
3.6	3.9	3.91	Qassim University	3.9	3.9
			King Saud University	3.6	
			King Abdul Aziz University	3.5	

Analysis

Measurements of the indicator over years:

Item	1431-1432 AH	1432-1433 AH	1433-1434 AH	1434-1435 AH	1435-1436 AH	1436-1437 AH	1437-1438 AH	1438-1439 AH
Male	3.69	3.72	3.74	3.71	3.88	3.83	3.62	3.68
Female	3.55	3.61	3.59	3.58	3.71	3.94	3.93	3.55
Overall	3.62	3.66	3.67	3.65	3.75	3.91	3.79	3.6

Strengths:
- Processes of students' evaluation of the quality of learning experience of both male and female students' sections are conducted annually, periodically and regularly. The results of the measurement of the indicator are satisfactory, although they did not meet the target of 3.9. However, the results are equal to that of King Saud University 3.6, and higher than that of Qassim University 3.5, and close to that of King Abdul Aziz University, 4.

Recommendations for Improvement:
- To increase the number of male and female students participating in the "Overall Student Evaluation of Learning Quality Experience" questionnaire.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The number of faculty members, and the number of students in each section was calculated. Then the average at the level of each section and at the total level were calculated, using the database and extracting it through the Deanship of Information Technology at the University.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because they are accredited universities, and their missions and areas of operation correspond to the mission and areas of operation of Umm Al-Qura University through educational and research activities and community service. Also, they have undergraduate

programs and postgraduate studies, as well as the possibility of gaining access to the required data.

2. How was the benchmark calculated?

- Through the questionnaire of educational experience, a basic questionnaire prepared by the National Center for Academic Accreditation and Evaluation on a five-point scale.

3. Name of the external benchmark provider:

- Qassim University
- King Saud University
- King Abdul Aziz University

KPI S3.2

KPI: Proportion of courses in which student evaluations were conducted during the year **NCAAA KPI Reference Number: S3.2** **Institutional KPI Reference Number: S3.2**					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**		**New Target Benchmark**
55%	65%	82%	Qassim University	85%	65%
			King Saud University	100%	
			King Abdul Aziz University	100%	
			NCAAA requirements	50%	

Analysis

Measurements of the indicator over years:

Item	1431-1432 AH	1432-1433 AH	1433-1434 AH	1434-1435 AH	1435-1436 AH	1436-1437 AH	1437-1438 AH	1438-1439 AH
Percentage %	80%	77%	82%	67%	65%	60%	62%	55%

Although the results of the indicator achieved the minimum required level by NCAAA, which is 50 % of the courses, the results did not achieve the target as the target is 65. By tracking the measurement of the indicator over the previous years it became clear that there is a significant decline in the proportion of courses that were evaluated by students to courses that were taught during the same period.

In general, the results of the indicator achieved the minimum requirement of NCAAA, but mechanisms must be created to increase the percentage and achieve the target, especially that by internal and external comparison, the results of the indicator need to be improved upon.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university at the institutional level.

2. How was the benchmark calculated?
- The number of courses evaluated at the level of all university programs and colleges was calculated and divided by the total number of courses taught during the academic year × 100 to calculate the percentage. Moreover, the value of benchmark which is 82 % is the highest value for measuring the indicator and was in the 1433-1434 AH academic year.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because they are accredited universities, and their missions and areas of operation correspond to the mission and area of operation of Umm Al-Qura University through educational and research activities and community service. Also, they have undergraduate programs and postgraduate studies, as well as the possibility of gaining access to the required data. NCAAA has also been selected because its documents are the primary reference for evaluation and academic accreditation.

2. How was the benchmark calculated?
- It was calculated through the University of Qassim and the availability of results to the University of Umm Al-Qura, the same way it was calculated at Umm Al-Qura University.

3. Name of the external benchmark provider:
- Qassim University
- King Saud University
- King Abdul Aziz University
- NCAAA requirements

Additional Performance Indicators for Standard 3

API S3-s1

API: The extent to which the various units of the University including faculties and supporting deanships are represented in the quality committee at the university level				
Institutional API Reference Number: S3-s1				

Actual Benchmark	Target Benchmark	Internal Benchmark		New Target Benchmark
100%	100%	1431	100%	100%
		1432	100%	
		1433	100%	
		1434	100%	
		1435	100%	
		1436	100%	
		1437	100%	
		1438	100%	

Analysis

The results of the measurement of the indicator indicate that there is representation of all the constituent units of the university in the quality committee at the university level, which means there is effective participation of all units in the quality processes of the university and that the comprehensiveness of the committee qualifies it to discuss and deal with all the activities of the university.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- By taking inventory of the faculties and deanships of the university and calculating their scope of representation in the institutional quality committees.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S3-s2

API: Percentage of university faculty members participating in the main and subsidiary quality committees

Institutional API Reference Number: S3-s2

Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
66%	80%	93%	90%

Analysis

Measurements of the indicator over years:

Item	1432-1433	1433-1434	1434-1435	1435-1436	1436-1437	1437-1438	1438-1439
Overall average%	55%	90%	93%	52%	55%	61%	66%

It is clear that a large percentage of the faculty members participate in the committees of quality at the colleges, and yet the university seeks to increase the proportion to 90 % of the members.

Umm Al-Qura University aspires to achieve a high level of this percentage through the participation of all the staff in the quality processes and its assurance and self-evaluation processes.

In addition, efforts need to be focused on raising awareness of the importance of quality and the significance of contribution by all to ensure and strengthen it.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- The university itself whereby it is self-benchmarking and because the additional indicator is strictly meant for the university.

2. How was the benchmark calculated?
- By calculating the number of participants in each college ÷ the total number of colleges × 100 to obtain the percentage.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S3-s3

API: The extent of the growth of the number of accredited programs at the university Institutional API Reference Number: S3-s3			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**New Target Benchmark**
36	Increasing	1433	5	Increasing
		1434	9	
		1435	19	
		1436	22	
		1437	27	
		1438	36	

Analysis

The figure shows that there has been an increasing growth since 1433 AH, where 36 programs were accredited up to the 1438- 1439 AH academic year. Each year, a series of programs were selected. The maximum rate of change was between 1434 AH and 1435 AH where the rate of change varied by 10 programs in one year. In spite of the fact that this rate is gradually decreasing, each year a new number of accredited programs is added.
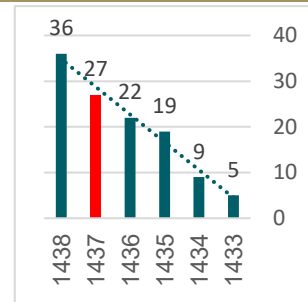
Recommendations for Improvement:

- To work to increase the rate of internationally accredited programs and accredit programs locally.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?

- Through the calculation of the number of programs that obtained the international accreditation in the year preceding the measurement year and was 27 programs in the 1437 -1438 AH academic year.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

API S3-s4

| API: The extent of the growth of the number of programs that have held contacts with local or international accreditation bodies				
Institutional API Reference Number: S3-s4				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**New Target Benchmark**
39	Increasing	1433	5	Increasing
		1434	9	
		1435	19	
		1436	22	
		1437	27	
		1438	39	

Analysis

The data shows the steady growth in the number of educational programs that have held contacts with international or local accreditation bodies. 36 programs have been accredited and other programs have held contacts and are still working to achieve the required level of compliance with the standards required by the accreditation bodies. Among these programs are some that have communicated with the National Center for Academic Accreditation and Evaluation during the developmental evaluation, and the developmental external review was carried out, which resulted in a report that included several recommendations, most of which were completed by the programs and are currently on the way to apply for national accreditation. Also, some of those programs that were locally reviewed have obtained international accreditation and are currently on the way to obtain the national accreditation as well.
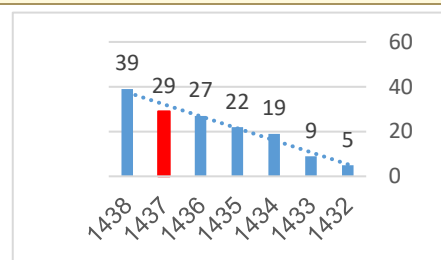
Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- Programs that have held contacts with international accreditation bodies have been considered, whether they have been accredited or are still in the process of progress towards the accreditation requirements.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S3-s5

API: The extent of the existence of inspection visits to show the progress of quality activities in the faculties through the primary officials of quality and development at the university

Institutional API Reference Number: S3-s5

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
100 % every two years	100 % every two years	100 % every two years	100 % every two years

Analysis

Measurements of the indicator over years:

Item	1433-1434	1434-1435	1435-1436	1436-1437	1437-1438	1438-1439
Colleges Visit Rates	90%	60%	40%	35%	70%	30%

The data show that there are inspection field visits to all faculties of the university by the primary officials of the development and quality of the university represented by the University Vice Rector for Development and Entrepreneurship, and the Dean of Academic Development and Quality. The rate of field visits is 100 % of the faculties every two years due to the large number of faculties that is 34 faculties. This is in addition to the existence of other mechanisms for follow-up where that is done through direct communication between the deans of the faculties and officials as well as bilateral periodic meetings between the deans and officials of development and quality.

There are also a number of faculties that receive more than one visit during the year when there is a need and priority for their programs to apply to obtain academic accreditation.

These visits are supportive and encouraging for the faculty members, where they indicate the interest of senior officials in the university, as well as their effective role in solving problems and overcoming the obstacles facing these faculties quickly.

Recommendations for Improvement:

- Setting a specific timetable at the beginning of the year for inspection visits of quality officials and informing the faculties and departments about it.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is a self-benchmarking of the university of its previous performance.

2. How was the benchmark calculated?

- The level of internal performance benchmark was calculated by taking inventory of the total number of faculties that were inspected by senior development and quality officials at the university within two years and divided by the total number of faculties × 100 to obtain the percentage of faculties visited.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

API S3-s6

API: Number of programs for which internal review was conducted by committees within the institution
Institutional API Reference Number: S3-s6

Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
65 Programs	60 Programs annually	10 Programs	60 Programs

Analysis

Measurements of the indicator over years:

Item	1435 -1436 AH	1436 -1437 AH	1437 - 1438 AH
The number of programs that were reviewed	8	10	65

The data in the table above show that there is an evolution in the number of academic programs that are reviewed internally through the review teams formed by Umm Al-Qura University. These reviews started three years ago. In 1436 AH and 1437 AH the focus was on programs that have priority to apply for academic accreditation, with the identification of the requirements that must be met by the programs in a specified manner, and the faculties and educational programs worked on their fulfillment within a year. In 1437 AH, a timetable was made for reviewing the programs and 60 programs were targeted, representing about 50% of undergraduate programs at the university and they were visited, and more than the target was achieved where 65 programs were visited representing 55%. The total number of programs visited internally is 83 programs with a percentage of 70% of the total programs at the bachelor level, and 90% of the programs that have graduates. There are many new programs at the university that do not have graduates and therefore their internal review is postponed until the course of the educational program is complete.

The results of these reviews are sent to the faculties to work to meet the recommendations ensuing from them, with the availability of continuous technical support for these faculties and programs through the Deanship of Academic Development and Quality.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- By calculating the number of programs reviewed internally by the internal audit teams at Umm Al-Qura University under the supervision of the Deanship of Academic Development and Quality.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

Standard 4: Learning and Teaching

Key Performance Indicators for Standard 4

KPI S4.1

KPI: Ratio of students to teaching staff
NCAAA KPI Reference Number: S4.1
Institutional KPI Reference Number: S4.1

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
21.12:1	19:1	17:1	Qassim University	17:1	17:1
			King Abdul Aziz University	9:1	

Analysis

Measurements of the indicator over years:

Academic Year	No. of faculty members			No. of students			Ratio of faculty member to student		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1433-1434 2012-2013							12	24	17
1434-1435 2013-2014	2404	1492	3896	42801	50600	93401	17.8	33.9	24
1435-1436 2014-2015	3017	2093	5110	44479	52580	97059	14.7	25.1	19
1436-1437 2015-2016	2949	2132	5081	49658	56213	105871	16.8	26.4	20.84
1437-1438 2016-2017	2937	2138	5075	55529	58991	114440	18.9	27.6	22.55
1438-1439 2017-2018	2909	2184	5093	50790	56190	107580	17.5	25.7	21.12

Strengths:
- The ratio of faculty members to students at the university is (somewhat satisfactory), which is 21.12 / 1 student per faculty member, which is close to the target in the future plan for university education in the Kingdom (Afaq) as well as the ratio at Qassim University.
- The ratio is much lower in medical and practical specialties (medical specialties (4/1) and engineering and scientific disciplines (8.4 / 1)).
- The diversity of faculty members in terms of education and academic and cultural experiences.

Recommendations for Improvement:
- Increase the number of contract staff with the priority to increase the female component, especially in colleges where there is a shortage in the female component, taking into account the specialization and nature of the course that is to be taught.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Umm Al-Qura University's statistics for the 1433-1434 AH academic year have been chosen as a source of benchmark because it is the best result achieved by the university for this indicator, which was in the 1433-1434 AH academic year. It is an internal self-benchmarking of the university.

2. How was the benchmark calculated?

- 4.The data of the indicator was calculated at Umm Al-Qura University by dividing the total number of students in the university by the number of faculty members and the like at the university, using the database and extracting them through the Deanship of Information Technology in the university

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- King Abdul Aziz University and Qassim University were selected for the following reasons:
  – Because they are two universities, one of which is recent and the other is old and has branches, and both of them have obtained institutional accreditation from the National Center for Academic Accreditation and Assessment (NCAAA) .
  – The missions of both universities and their fields of work correspond to Umm Al-Qura University's fields of work through educational, research and community service activities. Study in them also includes major fields of specialization in various branches of science (medical, applied, humanitarian).
  – They award both undergraduate and graduate degrees.
  – The targeted indicators of the Ministry of Higher Education through the Afaq plan were selected because they represent the overall orientation of the Kingdom, as well as the availability of its data.

2. How was the benchmark calculated?
- The data of the indicator were calculated for King Abdul Aziz University and Qassim University in the same way it was calculated for Umm Al-Qura University. The total number of students in the university was divided by the number of faculty members and the like at the university.

3. Name of the external benchmark provider:
- Qassim University
- King Abdul Aziz University

KPI: Students' overall rating on the quality of their courses **NCAAA KPI Reference Number: S4.2** **Institutional KPI Reference Number: S4.2**					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**		**New Target Benchmark**
4.19	4.20	4.15	Qassim University	3.00	4.30
			King Abdul Aziz University	4.13	

Analysis

Measurements of the indicator over years:

Item	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Male	4.14	4.09	4.13	4.12	4.12	4.11	3.96	4.20
Female	4.07	4.11	3.99	4.05	4.13	4.19	4.17	4.18
Overall	4.11	4.1	4.06	4.09	4.13	4.15	4.09	4.19

The results of this indicator indicate students' satisfaction with the quality of the courses. The results of the student survey for the current year are 4.19 of five-point scale with a score of 83.8 % of the total score, and 99.76 % of the target of 4.2. If we track the results of the indicator we find that it has scored relatively distinct results where it is not less than 4 out of 5. There is also similarity in the level of male and female students' satisfaction with the quality of courses. The results of the indicator were higher than the results of the internal benchmark which is: 4.15, the highest score achieved in the 1436-1437 AH academic year. The University is distinguished from Qassim University, with a score of 3.13 and King Abdul Aziz University with a score of 4.13.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is the best result achieved by the university for this indicator in the 1436-1437 AH academic year.

2. How was the benchmark calculated?
- The indicator was calculated through the course evaluation questionnaire prepared by the National Center for Academic Accreditation and Assessment (NCAAA). The averages were calculated at the level of academic departments and colleges and then calculated at the university level, taking into account the relative weight of the average and the variation in the number of students. This was done manually in previous years through questionnaires distributed to students and calculation of the averages automatically through the Vice Deanship of Measurement and Evaluation at the Deanship of Academic Development and quality. In this year 1438-1439 AH, the questionnaires were designed electronically and made available on the website of the University and were applied and results calculated electronically.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- King Abdul Aziz University and Qassim University were selected because they are two universities with institutional accreditation from NCAAA. Their mission and field of work is consistent with Umm Al-Qura University's fields of work in addition to the possibility of getting access to the required data.

2. How was the benchmark calculated?
- Through the same questionnaire to evaluate the courses as it is a central questionnaire prepared by the NCAAA.

3. Name of the external benchmark provider:
- Qassim University
- King Abdul Aziz University

KPI S4.3

KPI: Proportion of teaching staff with verified doctoral qualifications
NCAAA KPI Reference Number: S4.3
Institutional KPI Reference Number: S4.3

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
48.85%	55.00%	54.40%	Qassim University	47.00%	55.00%
			King Abdul Aziz	50.40%	
			AFAQ	70.00%	

Analysis

Measurements of the indicator over years:

Academic Year	Number of faculty members			Number of PhD holders			Percentage of PhD holders		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1431-1432 2010-2011									**54.4**
1432-1433 2011-2012									**53.6**
1433-1434 2012-2013									**53.8**
1434-1435 2013-2014	**2404**	**1492**	**3896**						**50.2**
1435-1436 2014-2015	**3017**	**2093**	**5110**						**49.5**
1436-1437 2015-2016	**2949**	**2132**	**5081**	**1695**	**725**	**2420**	**57.48**	**34.01**	**47.63**
1437-1438 2016-2017	**2937**	**2138**	**5075**	**1705**	**761**	**2466**	**58.05**	**35.6**	**48.59**
1438-1439 2017-2018	**2909**	**2184**	**5093**	**1704**	**784**	**2488**	**58.58**	**35.9**	**48.85**

The results of the indicator for the percentage of faculty members with doctorate degrees are generally positive, with 48.85 % of the members holding a doctorate degree. When compared with the level of measurement of the indicator at Qassim University, which is 47 %, it is higher and close to that of King Abdul Aziz University. Despite the increase in the number of faculty members and the like in recent years where in the 1434-1435 AH academic year it was 3896 to reach in the current year 1438-1439 AH up to 5093, but the proportions of lecturers and teaching assistants who were appointed were larger than the proportions of doctorate degree holders, despite the appointment of a large number of doctorate degree holders also and the return of many students sent on scholarship to the university. The highest rate of the indicator was in the 1431-1432 AH academic year, where the proportion was 54.4 %. It is also noticeable that there is a gap between the proportion of faculty members who hold doctorate degrees in both male and female sections in favor of the male section.

Recommendations for Improvement:

- The percentage of faculty members with doctorate degrees should be increased.
- The gap between the two sections of male and female students should be narrowed in the percentage of faculty members who hold doctorate degrees.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is a self-benchmarking of the level of performance of the indicator at the university over several years.

2. How was the benchmark calculated?

• The internal performance benchmark was calculated by calculating the number of faculty members who hold doctorate degrees and dividing it by the total number of faculty members and the like, and obtaining the results in percentage.
3. Name of the internal benchmark provider:
• Umm Al-Qura University (Self-benchmarking).
External Benchmarking
1. Why this external benchmark provider was chosen?
• King Abdul Aziz University and Qassim University were selected for the following reasons:
– Because they are two universities, one of which is recent and the other is old and has branches, and both have obtained institutional accreditation from the National Center for Academic Accreditation and Assessment (NCAAA).
– The missions of both universities and their fields of work correspond to Umm Al-Qura University's fields of work through educational, research and community service activities. Study in them also includes major fields of specialization in various branches of science (medical, applied, humanitarian).
– They award both undergraduate and graduate degrees.
2. How was the benchmark calculated?
• The external performance benchmark in both universities was calculated by calculating the number of faculty members who hold doctorate degrees and dividing it by the total number of faculty members and the like and obtaining the percentage output.
3. Name of the external benchmark provider:
• Qassim University
• King Abdul Aziz
• Ministry of Higher Education (AFAQ Plan)

KPI S4.4

KPI: Retention Rate: Percentage of students entering programs who successfully complete first year
NCAAA KPI Reference Number: S4.4
Institutional KPI Reference Number: S4.4

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
59.95%	60.00%	57.58%	72.00% King Abdul Aziz University		70.00%

Analysis

Measurements of the indicator over years:

Academic Year	No. of Students Enrolled			No. of students who successfully completed the first year			Percentage of students who successfully completed the first year		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1434-1435 2013-2014	11349	11845	23194	5623	7579	13202	49.55	63.98	56.92%
1435-1436 2014-2015	9733	9257	18990	4663	5870	10533	47.91	63.41	55.47%
1436-1437 2015-2016	10649	10796	21445	5336	7012	12348	50.12	64.95	57.58%
1437-1438 2016-2017	11249	10808	22057	5054	8170	13224	44.93	75.59	59.95%

The percentage of students who passed the first year is positive compared to the previous performance of the indicator over the previous years. The indicator achieved 59.95% of the students passing the first year, which is higher than all previous years, including the largest percentage which represents the internal benchmark of 57.58% which was achieved in the 1436 -1437 AH academic year. Also, the result of the indicator nearly achieved the target of 60%. There is a difference in the success rates of students in the first year between males and females in favor of the females in this year, where the percentage of female section was 75.59%, while males section was 44.93%. This difference also exists over the previous years.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the performance of the level of the performance indicator of the university over several years.

2. How was the benchmark calculated?
- By calculating the number of successful students for the first year in all programs of the university and dividing it by the number of admissions in the first year of these programs × 100 to obtain the percentage of those who successfully passed the first year. The highest percentage achieved by the indicator at the university during the previous years was selected for the internal benchmark which is 57.58 % achieved in the 1436-1437 AH academic year.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- King Abdul Aziz University was chosen as a university with an institutional accreditation from NCAAA. Its mission and field of work is also in line with Umm Al-Qura University's fields of work in addition to the possibility of gaining access to the required data.

2. How was the benchmark calculated?

- By calculating the number of successful students for the first year in all programs of the university and dividing it by the number of admissions in the first year of these programs × 100 to obtain the percentage of those who successfully passed the first year.

3. Name of the external benchmark provider:
- King Abdul Aziz University

KPI S4.5

KPI: Graduation Rate for Undergraduate Students: Proportion of students entering undergraduate programs (bachelor's degree) who complete those programs in minimum time

NCAAA KPI Reference Number: S4.5
Institutional KPI Reference Number: S4.5

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
27.99%	40.00%	31.57%	Qassim University	55.00%	40.00%
			King Saud University	31.40%	
			King Abdul Aziz University	66.00%	

Analysis

Measurements of the indicator over years:

Academic Year	No. of students enrolled in the program			Number of students who completed the program in the minimum time			Percentage of students who completed the program in the minimum time		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1434-1435 2013-2014	6671	7269	13940	2222	2179	4401	33.31	29.98	31.57%
1435-1436 2014-2015	7149	7830	14979	2161	2402	4563	30.23	30.68	30.46%
1436-1437 2015-2016	8346	10186	18532	2042	2803	4845	24.47	27.52	26.14%
1437-1438 2016-2017	10491	11814	22305	2439	3805	6244	23.25	32.21	27.99%

Although the completion rate achieved in the last year of its measure which was 27.99% during the 1437-1438 AH academic year is higher than that of the previous year 1436- 1437 AH, which was 26.14%, but it is less than the internal benchmark achieved by the university in the 1434-1435 AH academic year which was 31.57%. The percentage of the indicator is close to the percentage achieved at King Saud University (31.4%), but is lower than that of the universities of Qassim (55%) and King Abdul Aziz University (66%). The university strives to achieve a target rate of 40%. There are also differences between the two sections of the male and female students in favour of the female students, where the percentage of completion of females in the minimum time for the program completion is 32.21%, while in the male section it is 23.25%.

Recommendations for Improvement:

- The university must work to raise the rate of completion of programs in the minimum time, especially in the male students' section.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is a self-benchmarking of the University in the results of the indicator over the previous years and the highest result of the indicator in the previous performance has been determined and was 31.57% in the 1434- 1435 AH academic year.

2. How was the benchmark calculated?

- By calculating the number of graduates in all university programs for the measurement year and dividing it by the number of students enrolled in the program since 3, 4, 5, 6, or 7 years depending on the duration of the program (by specifying the semester of admission to the program for the same graduating batch) Less time × 100 to obtain the percentage of completion in the minimum time.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

External Benchmarking
1. Why this external benchmark provider was chosen?
• Because they are universities with institutional accreditation from NCAAA. Their missions and fields of work are also in line with Umm Al-Qura University's fields of work in addition to the possibility of gaining access to the required data.
2. How was the benchmark calculated?
• By calculating the number of graduates in all university programs for the measurement year and dividing it by the number of enrolled students in the program since 4, 5, 6 or 7 years depending on the duration of the program $\times$ 100 to obtain the percentage of completion ratio in the minimum time.
3. Name of the external benchmark provider:
• Qassim University
• King Saud University
• King Abdul Aziz University

Additional Performance Indicators for Standard 4

API S4-s1

API: Students' opinion on the fairness of the evaluation and its relevance to the courses (on a five-point scale)				
Institutional API Reference Number: S4-s1				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**	
4.22	4.25	4.29	4.30	

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	4.11	4.09	4.29	4.16	4.18	4.19	4.14	4.22

The measurement of the indicator shows positive results, where the level of students' opinion on the fairness of the evaluation and its relevance to the courses was 4.22 out of 5, which represents a satisfaction rate of 84.4 %, which is a distinct percentage and is higher than that of the previous year and it has approached the university target level of 4.25 out of 5. By tracking the indicator over the previous years, it is noted that all its results are good as it did not in any year fall below 4 out of 5 and the highest result of the indicator is 4.29 which is the result that was taken as an internal benchmark of the university. Although the result did not meet the target level of 4.25, the results show that this can be achieved in the coming years due to the achievement of excellence in the indicator. 4.30 out of 5 was targeted, which is achievable under the indicator's results over the past years.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university at the level of performance in the indicator during the previous years, and the indicator is a additional indicator identified by the university itself.

2. How was the benchmark calculated?
- The results of the indicator are a measurement of paragraph 18 of the course evaluation questionnaire and is calculated electronically by applying the course evaluation questionnaire in both semesters and calculating the average at the level of the academic year taking into account the relative weight of each class.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S4-s2

API: Students' opinion on the availability of faculty members at office hours (on a five-point scale)
Institutional API Reference Number: S4-s2

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
4.15	4.15	4.12	4.25

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	3.89	3.97	3.93	3.72	3.99	4.3	4.12	4.15

The positive results of the indicator are clear, where it achieved the highest result of 4.15 out of 5 over the past years, representing a satisfaction rate of 83 % for students on the availability of faculty members during the office hours. Moreover, the results of the indicator achieved a target of 4.15 out of 5 and the University seeks to increase the level to target 4.25 out of 5 next year in order to achieve excellence in that indicator.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university at the level of performance in the indicator during the previous years, and the indicator is a additional indicator identified by the university itself.

2. How was the benchmark calculated?
- The results of the indicator are a measurement of paragraph 7 of the course evaluation questionnaire. It is calculated electronically by applying the course evaluation questionnaire in both semesters and calculating the mean at the level of the academic year, taking into account the relative weight of each semester.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S4-s3

API: Scope of students' satisfaction with the registration procedures and the coordination of the academic burden (on a five-point scale)			
Institutional API Reference Number: S4-s3			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.55	3.80	3.82	3.80

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	3.79	3.64	3.72	3.82	3.73	3.52	3.61	3.55

Although there was a slight decline in the results of the indicator from the previous year, which was measured at 3.61 out of 5 with a satisfaction rate of 72.2 %, it is clear from the results of the indicator that it is generally satisfactory with a rate of 3.55 out of 5, representing a satisfaction rate of 71 %. This may be due to the fact that some new students are not aware of the electronic registration procedures for not attending the introductory meetings held for students at the beginning of the year. Moreover, there are some students who do not monitor their websites regularly to find out the dates of deletion and addition of the courses specified by the university. The university aims to improve the results of the indicator to reach the target of the next year, which is 3.8 out of 5 through the adoption of multiple means of communicating with the students as well as the continuous development of admissions and registration for students.

Recommendations for Improvement:

- The university should activate multiple mechanisms to introduce students to electronic admission and registration procedures and their dates, especially the new students who were not able to attend the introductory meetings.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is a self- benchmarking of the university at the level of performance in the indicator during the previous years and the indicator is a additional indicator identified by the university itself.

2. How was the benchmark calculated?

- In previous years, the indicator was measured by the results of paragraph 4 in the student experience questionnaire, and later a separate questionnaire was created to measure the indicator and was applied electronically.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

API S4-s4

API: Students' opinion of the follow-up of faculty members for them individually and their assistance (on a five-point scale)			
Institutional API Reference Number: S4-s4			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
4.21	4.25	4.23	4.30

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	4.19	4.15	4.17	4.11	4.18	4.23	4.16	4.21

The positive results of the indicator show the students' satisfaction with the follow-up of the faculty members for them individually and their assistance as it achieved 4.21 out of 5, representing 84.2 %, which is close to the highest score achieved by the university in the previous years during the 1436-1437 AH academic year, which was 4.23 out of 5. It is also close to the target of the university which is 4.25 out of 5 and the university seeks to achieve excellence in the indicator. By tracking the results of the indicator during the previous years and the current result, it shows the possibility of achieving the target of 4.30 out of 5 of the indicator during the next year, Allah willing.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university at the level of performance in the indicator during the previous years, and the indicator is a additional indicator identified by the university itself.

2. How was the benchmark calculated?
- The results of the indicator are a measurement of paragraph 9 of the course evaluation questionnaire and is calculated electronically by applying the course evaluation questionnaire in both semesters and calculating the average at the level of the academic year taking into account the relative weight of each semester.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S4-s5

API: Average of the opinion of students on their knowledge about the intended learning objectives and outcomes at the beginning of the course (on a five-point scale)

Institutional API Reference Number: S4-s5

Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
4.25	4.25	4.49	4.50

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	4.31	4.04	4.49	4.33	4.19	4.23	4.21	4.25

The results of the indicator about the students' knowledge of the objectives and targeted learning outcomes at the beginning of teaching as good results, where the target of 4.25 out of 5 was achieved representing a satisfaction rate of students 85 %. And by tracking the results of the indicator over previous years, we find that the results are distinct, where they were never less than 4 out of 5 in any of the previous years, indicating the attention paid by faculty members to informing the students of the content of the course and its objectives during the first week of teaching the course.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmark of the university at the level of performance in the indicator during the previous years, and is a additional indicator identified by the university for itself.

2. How was the benchmark calculated?
- The results of the indicator are a measurement of paragraph one of the course evaluation questionnaire. It is calculated electronically by applying the course evaluation questionnaire in both semesters and calculating the mean at the level of the academic year, taking into account the relative weight of each semester.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S4-s6

API: Average of the opinions of students on their knowledge about evaluation scales at the beginning of each course (on a five-point scale) **Institutional API Reference Number: S4-s6**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
4.23	4.25	4.26	4.30

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	4.17	4.16	4.14	4.18	4.26	4.18	4.19	4.23

The results of the indicator were 4.23 out of 5, which is a good result at the university level, which represents 84.6 %, indicating that the students know the evaluation scales from the beginning of the study through the presentation of faculty members of the course specification in the first week of the study. However, the university seeks to increase the percentage of satisfaction of students with their knowledge of the scales of evaluation, where in the next year it targeted 4.30 out of 5, and it can be achieved in light of the results of the indicator over the previous years.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university at the level of performance in the indicator during the previous years, and the indicator is a additional indicator identified by the university itself.

2. How was the benchmark calculated?
- The results of the indicator are a measurement of paragraph 2 of the course evaluation questionnaire and is calculated electronically by applying the course evaluation questionnaire in both semesters and calculating the mean at the level of the academic year, taking into account the relative weight of each semester.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S4-s7

API: The extent to which students assess the commitment of faculty members to the planned contents of the course (on a five-point scale)

Institutional API Reference Number: S4-s7

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
4.29	4.50	4.68	4.50

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	4.47	4.54	4.68	4.52	4.34	4.27	4.3	4.29

The measurement of the results of the indicator indicates a high performance and the commitment of the faculty members to the contents of the courses very significantly where the indicator was 4.29 out of 5, representing 85.8%. By tracking the indicator over the past years, it was found that it has achieved remarkable results. The University aims to achieve 4.5 out of 5 which corresponds to 90% to maintain its distinctiveness.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmark of the university at the level of performance in the indicator during the previous years, and is a additional indicator identified by the university for itself.

2. How was the benchmark calculated?
- The results of the indicator are a measurement of paragraph 5 of the course evaluation questionnaire. It is calculated electronically by applying the course evaluation questionnaire in both semesters and calculating the mean at the level of the academic year, taking into account the relative weight of each semester.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S4-s8

API: Average of evaluation of the academic program by the teaching staff (on a five-point scale)
Institutional API Reference Number: S4-s8

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.37	3.50	3.44	3.75

Analysis

Measurements of the indicator over years:

This indicator was added by updating the list of indicators of the university in a year, so the first measurement in the academic year 1437-1438 after the adoption of the list of indicators from the University Council.

Academic year	1437-1438 (2016-2017)	1438-1439 (2017-2018)
Result of Measurement	3.44	3.37

The result of the evaluation of educational programs from the point of view of faculty members is generally satisfactory at the university level, although it fell slightly from the results of last year, where the result of measuring the indicator for this academic year was 1438-1439 AH, was 3.37 of 5.0 representing 67.4%, while during the previous year the indicator achieved 3.44 out of 5.0 which is taken as the internal benchmark and represents 68.8%. The university is aiming to improve the indicator's result and targets 3.75 out of 5 for the next year, Allah willing.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmark of the university at the level of performance in the indicator during the previous years, and is a additional indicator identified by the university itself.

2. How was the benchmark calculated?
- The indicator was calculated by means of an annual e-questionnaire on five points scale available to faculty members on their websites in the group's web. This indicator was included in the update of the list of key and additional indicators of the university and its measurement began by the end of the last year.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S4-s9

API: Average of evaluation of the academic program by final year students (on a five-point scale)				
Institutional API Reference Number: S4-s9				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.86	4.00	3.88	4.25

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	3.87	3.81	3.86	3.88	3.78	3.72	3.84	3.86

The results of the final year students' level of satisfaction with the University's academic programs are considered a good result, with 3.86 %, out of 5 representing 77.2 %, which is close to the highest score 3.88% of the university during the previous years. Tracking the indicator over the years, it is observed that the results are good and convergent. The university aims to further improve its target ratio by 4.25 % of 5, representing a satisfaction level of 85 %. The results indicate that this target can be achieved in light of the increasing value of the measurement of the indicator in the last two years.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university on the level of performance in the indicator during the previous years, and is a additional indicator identified by the university itself.

2. How was the benchmark calculated?
- Through a questionnaire addressed to the final year students of the programs of the university on a five-point scale, and the calculation of the average evaluation at the level of programs and colleges and the university and is currently applied electronically through the university website after it used to be applied in paper form and the statistics used to be calculated automatically for each program.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

Standard 5: Student Administration and Support Services

Key Performance Indicators for Standard 5

KPI S5.1

KPI: Ratio of students to administrative staff					
NCAAA KPI Reference Number: S5.1					
Institutional KPI Reference Number: S5.1					

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
1:37.6	1:35.0	1:34.4	Qassim University	1:21	1:35.0
			King Abdul Aziz University	1:11	
			King Saud University	1:2.56	
			Imam Abdur -Rahman bin Faisal University	1:17	
			King Fahd University of Petroleum	1:4.2	

Analysis

Measurements of the indicator over years:

Admin. staff per student	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Male	25.7	26.9	27.5	29.4	28.5
Female	48.3	50.4	51.4	54.0	52.4
Overall	34.4	35.9	36.5	38.7	37.6

In an analysis of performance measurements related to the ratio of students to the administrative staff assigned to provide student services, we find that this ratio has continued to decline slowly over the past five years, until 1438/1439 AH, in which it improved again. Each administrative staff was assigned to approximately (38) students whom he has to serve (1 / 37.6).

This discrepancy between the numbers of students and administrative staff may be due to the increase in university admissions at a time in which appointment to administrative posts was at a lower rate. The university is looking forward to reducing this ratio so that each administrative staff will be against (35) students only.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Due to the lack of another entity in the university whose services are similar to the relevant bodies in the fifth standard (Deanship of Student Affairs, Deanship of Admission and Registration, University Medical Center). Moreover, the value that was taken is the best result achieved by the university for this indicator, which was in the 1434-1435 AH academic year.

2. How was the benchmark calculated?
- The total number of students in all levels of study at the university was calculated (below bachelor's, bachelor's, postgraduate) and divided by the total number of administrative staff at the university in both sections (males and females).

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?

- Because they are universities that have obtained academic accreditation, and their mission and fields of work are compatible with Umm Al-Qura University fields of work through its services, classroom activities, research and community service. They as well as have undergraduate and postgraduate programs in addition to the possibility to communicate with them and obtain the required data.

2. How was the benchmark calculated?

- It was calculated through Qassim University and the results were made available to Umm Al-Qura University, the same method it was calculated at Umm Al-Qura University.

3. Name of the external benchmark provider:

- Qassim University
- King Abdul Aziz University
- King Saud University
- Imam Abdur -Rahman bin Faisal University
- King Fahd University of Petroleum

KPI S5.2

KPI: Proportion of total operating funds (other than accommodation and student allowances) allocated to provision of student services						
NCAAA KPI Reference Number: S5.2						
Institutional KPI Reference Number: S5.2						

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
0.59%	1.00%	0.77%	Qassim University	24.5%	2.00%
			King Fahd University of Petroleum	8%	
			Imam Abdur Rahman bin Faisal University	10%	

Analysis

Measurements of the indicator over years:

Academic Year	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018	1439-1440 2018-2019
Percentage of financial resources allocated to student services	0.73%	0.69%	0.68%	0.77%	0.69%	0.59%

The measurements of this indicator reflect the University's policy of reducing the operational financial budget for the provision of student services. The data reported during the previous five years show that the operational financial resources related to these services were gradually decreasing and jumped to a higher level of (0.77 %) during the (1437) / 1438 AH) academic year and then returned to decline again. In terms of external benchmark: it is a low percentage that the university should work to improve and to raise this percentage to (2 %) will be a priority of the concerned bodies at the university.

Recommendations for Improvement:

- The proportion of budget allocated for student services should be increased.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is a self-benchmarking, and for the lack of another entity in the university whose services are similar to those of the relevant bodies in the fifth standard (Deanship of Student Affairs, Deanship of Admission and Registration, University Medical Center). Moreover, the value that was taken is the best result achieved by the university for this indicator, and was during the 1437- 1438 AH.

2. How was the benchmark calculated?

- The percentage of budget allocated for the provision of the following student services (university restaurant, university transport, student extracurricular activities, graduation ceremony, newcomers' forum, guidance programs, admission and registration programs) of the total budget of Umm Al-Qura University was calculated. However, the budget of the University Medical Center was not calculated owing to the impossibility of separating it from other budget items.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?

- Because they are universities that have obtained academic accreditation, and their mission and fields of work are compatible with Umm Al-Qura University fields of work through its services, classroom activities, research and community service. They as well as have undergraduate and postgraduate programs in addition to the possibility to communicate with them and obtain the required data.

2. How was the benchmark calculated?

- It was calculated through Qassim University and results were made available to Umm Al-Qura University.

3. Name of the external benchmark provider:
- Qassim University
- King Fahd University of Petroleum
- Imam Abdur Rahman bin Faisal University

KPI S5.3

KPI: Student evaluation of academic and career counselling **NCAAA KPI Reference Number: S5.3** **Institutional KPI Reference Number: S5.3**				

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
3.58	3.80	4.00	Qassim University	3.00	3.80
			King Abdul Aziz University	3.40	
			King Saud University	3.42	

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	3.17	3.37	3.56	3.61	3.67	4.00	3.79	3.58

In the analysis of the results of the evaluation of students of the academic and professional guidance provided to them through the Deanship of Student Affairs and the Deanship of Admission and Registration, we find that the satisfaction of students on this aspect reached a good level (3.58) during the past year (1438/1439 AH)but the University aspires to boost its level of performance with regard to the provision of this service, due to its belief that one of the most important roles of the university is to graduate students who are academically and comprehensively qualified and able to enter and compete in the labor market.

Noting that the university has achieved the best level in providing academic and vocational guidance for students during the year (1436/1437 AH), and the level of verification is better than that of similar universities, as shown in the external benchmark.

Recommendations for Improvement:
- Work to re-activate the Profession Day at the university.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmark of the university at the institutional level where the university compares its performance and level of change. Moreover, the value that has been taken is the best result achieved by the university for this indicator and was in the 1436-1437 AH academic year.

2. How was the benchmark calculated?
- The level of internal performance benchmark in previous years was calculated through the result of statistical actions on a five-point scale for paragraph 1, program questionnaire (I had the appropriate academic and vocational guidance during my study in the program) and paragraph 3, student experience questionnaire (There are sufficient opportunities at this university to seek and get advice related to my studies and professional future) and compiled at the university level through the results of the evaluation of the university programs.
- In the 1437-1438 AH academic year, an independent questionnaire was created for the academic and vocational registration and guidance processes and applied to the final year students at the university and the results were collected at the level of the first and second semesters, taking into consideration the weight of the average.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because they are national universities that have obtained academic accreditation, and their mission and fields of work are compatible with Umm Al-Qura University fields of work through its services, classroom activities, research and community service. They as well as

have undergraduate and postgraduate programs in addition to the possibility to communicate with them and obtain the required data.

2. How was the benchmark calculated?

- It was calculated through Qassim University and results were made available to Umm Al-Qura University, through a questionnaire of the final year students.

3. Name of the external benchmark provider:

- Qassim University
- King Abdul Aziz University
- King Saud University

Additional Performance Indicators for Standard 5

API S5-s1

API: The time it takes to complete the students' evaluation, and inform them of the evaluation results (on a five-point scale)

Institutional API Reference Number: S5-s1

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
4.19	4.20	4.56	4.25

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	4.32	4.44	4.47	4.56	4.26	4.19	4.17	4.19

The results of this indicator indicate that the University in its last year (1438/ 1439 AH) was able to achieve a high level (4.19) in relation to the time the Deanship of Admission and Registration takes to register and approve the results of the students and inform them of their results, but it looks forward to raising this level in the coming years to (4.25), especially since its evaluation in this indicator has declined from its level achieved during the year (1434 /1435 AH), which was the best during the past five years (4.56), which indicates that the university is able to reach and exceed the target levels of performance.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-benchmarking of the university itself, and the value that was taken is the best result achieved by the university for this indicator during the 1434 -1435 AH academic year.

2. How was the benchmark calculated?
- The level of internal performance benchmark was calculated through the results of statistical treatments on a five point scale of paragraph 17 of the course evaluation questionnaire (I was given the grades of my assignments and tests within a reasonable time) and compiled at the university level through the evaluation results of the university programs taking into account the weight of the mean in accordance with the number of students.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S5-s2

API: Average student evaluation of the quality of services and student activities (on a five-point scale)				
Institutional API Reference Number: S5-s2			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.60	4.00	3.98	4.50

Analysis

Measurements of the indicator over years:

Academic Year	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Average	2.79	2.98	3.07	3.33	3.98	3.81	3.92	3.6

The results of this indicator for the past five years show that the university achieved its highest level during the (1435/1436 AH) academic year, where it reached (3.98). The level has been ranging around this figure until it stabilized at (3.6) during the (1438/1439 AH) academic year, which is considered a decline despite being a good result in general.

However, the last level of these measurements does not reflect the ambition of the university nor the aspirations of the students, which led the university to set for itself a new target level (4.5), for which its potentials qualify it to achieve it in the future.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is an independent benchmark of the university at the institutional level, and the value that has been taken is the best result achieved by the university for this indicator and was in the 1435-1436 AH academic year.

2. How was the benchmark calculated?

- The level of internal performance benchmark was calculated through the results of statistical actions on a five point scale of paragraph 12 of the program evaluation questionnaire (there were appropriate equipment for extracurricular activities, including sport and recreation facilities), and were collected and aggregated at the university level through the evaluation results of the university programs, taking into account the weight of the arithmetic mean according to the number of students.
- In the current year 1438-1439 AH, an independent questionnaire has been designed for students to evaluate the quality of the services and activities of the students (a five-point scale) and applied electronically and calculated for both semesters and the mean was calculated at the level of the year taking into account the relative weight of the mean in each semester.
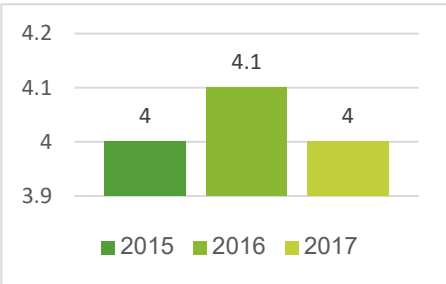
3. Name of the internal benchmark provider:

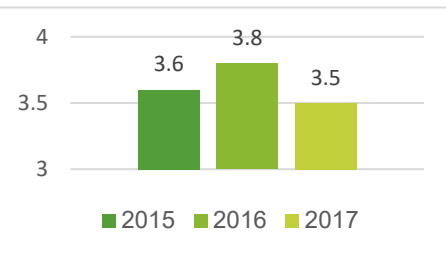- Umm Al-Qura University (Self-benchmarking).

Standard 6: Learning Resources
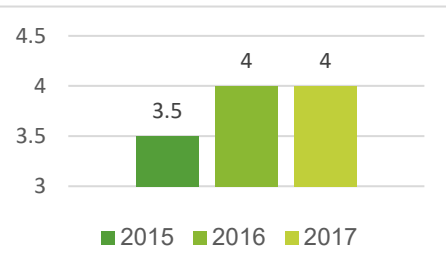
Key Performance Indicators for Standard 6

KPI S6.1

KPI (S6.1.a): Stakeholder's evaluation of staff assistance in the library

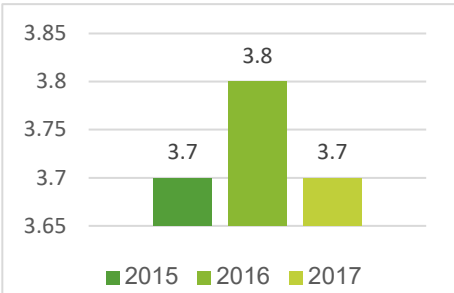| Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	4.0		4.5

KPI (S6.1.c): Beneficiary satisfaction with copy & print facilities

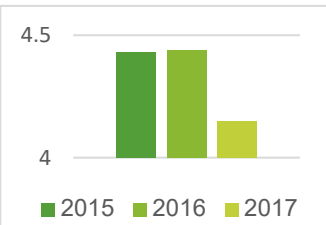| Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.5		3.8

KPI (S6.1.e): Stakeholder's evaluation of availability of study climate or atmosphere in the library

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	4.0		4.3
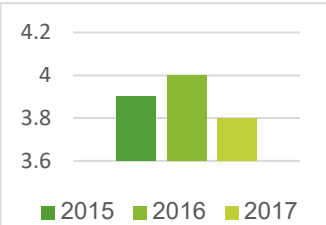
KPI (S6.1.f): Stakeholder's evaluation of availability of study sites in the library

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.7		4.0
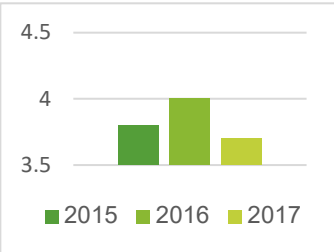
KPI (S6.1.g1): Satisfaction of the beneficiaries with the ask library specialist service

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	4.14		4.5

KPI (S6.1.g2): Beneficiaries' satisfaction of efficiency of the library

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.8		4.0

KPI (S6.1.g3): Beneficiaries' satisfaction with library services

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.7		4.0

KPI (S6.1.g4): Beneficiaries' satisfaction with library content

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.7		4.0

KPI: Stakeholder evaluation of library and media center **NCAAA KPI Reference Number: S6.1** **Institutional KPI Reference Number: S6.1**						
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**External Benchmark**		**New Target Benchmark**
3.7	3.5	2015	3.8	King Abdul Aziz University	4.0	4.0
		2016	4.0			
		2017	3.7	King Saud University	3.4	

Analysis

Average overall rating of the adequacy of the library, including:

- S6.1.a: Staff assistance in the library.
- S6.1.b: Beneficiaries' view about the modernity and up-to-datedness' of the contents of the library.
- S6.1.c: Copy & print facilities.
- S6.1.c: Availability of atmosphere or climate for studying.
- S6.1.f: Availability of study sites in the library.
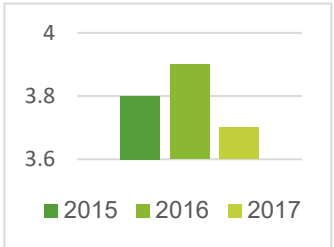- S6.1.g1: Satisfaction of the beneficiaries with the Ask Library Specialist service.
- S6.1.g2: Efficiency of the library.
- S6.1.g3: Beneficiaries' satisfaction with library services.
- S6.1.g4: Beneficiaries' satisfaction with library contents.

on a five- point scale in an annual survey.

The measurement of the stakeholders' evaluation of the library and its items shows a good level of satisfaction where the indicator's measurement was 3.7, which is higher than the target of 3.5, and higher than that of King Saud University which is 3.4, a university with academic accreditation. The university seeks to increase its improvement and target an evaluation level of 4 that was achieved by King Abdul Aziz University.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by means of the average student and faculty members stakeholder evaluation of the library for the past year on a five-point scale for some performance indicators.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because King Abdul Aziz University and King Saud University have obtained accreditation. Their mission and field of work is consistent with Umm Al-Qura University's fields of work through educational, research and community service activities, as well as the possibility of gaining access to the required data.

2. How was the benchmark calculated?
- The external performance benchmark was calculated by means of the average student and faculty members stakeholder evaluation of the library on a five-point scale.

3. Name of the external benchmark provider:
- King Abdul Aziz University
- King Saud University

KPI S6.2

KPI: Number of website publication and journal subscriptions as a proportion of the number of programs offered					
NCAAA KPI Reference Number: S6.2					
Institutional KPI Reference Number: S6.2					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**External Benchmark**		**New Target Benchmark**
0.48	0.40	2015	0.37	King Abdul Aziz University	0.21	0.50
		2016	0.29	King Saud University	2.63	
		2017	0.48			

Analysis

The results of the measurement of the indicator of the number of web site publication and journal subscriptions as a proportion of the number of programs offered show a progress in the measurements of the previous years which reached 0.48, and which is higher than the target of 0.4. The analysis of the external benchmark of the key performance indicator also shows that the overall performance level of this indicator at Umm Al-Qura University is 0.48, which is value higher than the level of performance of King Abdul Aziz University. This indicates that there is a satisfactory level of performance of this indicator which is higher than that of one of the Saudi universities that is accredited locally while there is a remarkable distinction in King Saud University.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the number of print and journals subscriptions on the web and dividing them by the number of programs offered by the university.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because King Abdul Aziz University and King Saud University have obtained accreditation. Their mission and field of work is consistent with Umm Al-Qura University's fields of work through educational, research and community service activities, as well as the possibility of gaining access to the required data.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the number of print and journals subscriptions on the web and dividing them by the number of programs offered by the university.

3. Name of the external benchmark provider:
- King Abdul Aziz University
- King Saud University

KPI S6.3

KPI (S6.3.a): User satisfaction with access and availability

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.9		4.0

KPI (S6.3.b): Beneficiaries' evaluation of the content of databases

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.7		4.0

KPI (S6.3.c): Beneficiaries' satisfaction with the services and databases of the digital library

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.5		4.0

KPI (S6.3.d): Beneficiaries' satisfaction with training courses

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.3		3.8

KPI (S6.3.e1): Beneficiaries' evaluation of the efficiency of the digital library

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.7		4.0

KPI (S6.3.e2): Evaluation of beneficiaries of the digital content in terms of modernity and efficiency

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3.5	3.7		4.0

KPI: Stakeholder evaluation of the digital library **NCAAA KPI Reference Number: S6.3** **Institutional KPI Reference Number: S6.3**					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**External Benchmark**	**New Target Benchmark**
3.60	3.50	2015	3.79	King Fahad University of Petroleum and Minerals	3.80	4.00
		2016	3.87			
		2017	3.61			

Analysis

Stakeholder's evaluation of the digital library. (Average overall rating of the adequacy of the digital library, including:

    a) User friendly website
    b) Availability of the digital databases,
    c) Accessibility for users,
    d) Digital library skill training and
    e) Any other quality indicators of service on a five- point scale in an annual survey.)

It is clear from the external benchmarking that the performance at Umm Al-Qura University is satisfactory, but it is lower than the value of King Fahad University of Petroleum and Minerals. Even though the target has been achieved, many measures have been taken to improve the performance through activities advertising the library services. This was done through a weekly guidance program targeted towards students and faculty members and through the Library Friends Committee and the Library Coordinators Committee, which include members from the different faculties at the university.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by means of the average student and faculty members stakeholder evaluation of the library for the past year on a five-point scale for some performance indicators.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because King Fahad University of Petroleum and Minerals has obtained accreditation as well as the possibility of gaining access to the required data.

2. How was the benchmark calculated?
- The external performance benchmark was calculated by means of the average student and faculty members stakeholder evaluation of the library on a five-point scale.

3. Name of the external benchmark provider:
- King Fahad University of Petroleum and Minerals

Additional Performance Indicators for Standard 6

API S6-s1

API: The view of beneficiaries on the appropriateness of the library operating hours			
Institutional API Reference Number: S6-s1			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.8	3.5	2015 | 3.9 2016 | 4.0 2017 | 3.8	4.0

Analysis

The values of the indicator show that the average for the period 2015-2017 is 3.8, which indicates a very good satisfaction level among the beneficiaries and that there is consistency in the performance in the last three years. The achieved level is actually higher than the target.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by the statistical analysis on a five-point-scale. The results for calculated for two semesters and then the average was calculated, taken into consideration the relative weight for each semester.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s2

API: The view of beneficiaries in the novelty of the library content			
Institutional API Reference Number: S6-s2			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.6	3.5	2015 | 3.7 2016 | 3.8 2017 | 3.6	3.8

Analysis

The average of the satisfaction level of beneficiaries in the period 2015-2017 is 3.7, which indicates a good satisfaction level and shows relative consistency of performance

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by the statistical analysis on a five-point-scale. The results for calculated for two semesters and then the average was calculated, taken into consideration the relative weight for each semester.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s3

API: Number of books titles in proportion to the number of students			
Institutional API Reference Number: S6-s3			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
11	10	2015 11 2016 11 2017 11	12

Analysis

The internal benchmarking of the value of the performance indicator shows that there is consistency in the level, which is 11 per student. The actual value exceeded the target, which was 10 per student. The university is planning to raise the ration to 12 per student, which means an increase of over 100,000 titles, which is the number of students in the university.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the number of books and dividing it by the number of students.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s4

API: Supply efficiency			
Institutional API Reference Number: S6-s4			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
80%	75%	2015 92% 2016 61% 2017 80%	85%

Analysis

The value of the performance indicator shows that there is a high performance in the efficiency of supply as it achieved 80 % exceeding the target percentage and higher than that of the previous year, which represents 61 %. The university is planning to raise the level to 85%, until the high level of 2015 (95%) is achieved again.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the supply efficiency in the past years.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s5

API: The average number of scientific journal subscription per faculty member			
Institutional API Reference Number: S6-s5			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
32	16	2015 — 39 2016 — 32 2017 — 32	20

Analysis

The analysis shows an achievement level higher that the target in the average number of scientific journal subscription per faculty member. The new target is lower than the current level in order to reduce costs. This will be achieved by eliminating the less used and less needed subscriptions.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the number of scientific journal subscriptions per faculty member.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s6

API: Growth rate of paper collections			
Institutional API Reference Number: S6-s6			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
2%	5%	2015 — 37% 2016 — 1% 2017 — 2%	5%

Analysis

The value of the indicator shows a steep decline, as the level was down to 1% from 37% in 2016, and then it was up to 2% in 2017. This is because of the great dependence on digital content. The university is still planning to increase the level to 5%.
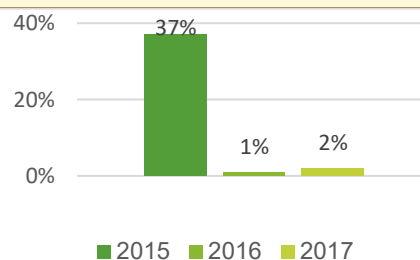
Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the number of added paper collections, dividing it by the previous total and then multiplying by 100 to get the percentage.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s7

API: Growth rate of digital library holdings Institutional API Reference Number: S6-s7			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
9%	20%	2015 14.40% 2016 14.00% 2017 9.00%	20%

Analysis

The value of the indicator shows a decline in growth compared to the last two years. The current level is 9%, whereas the average of the last two years was 14%, and the level did not achieve the target, which was 20%. This is because of the low budget allocated to the libraries in the last year. The university is planning to increase the level of growth to 20%, despite the already huge digital content currently available.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the number of added digital content, dividing it by the previous total and then multiplying by 100 to get the percentage.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s8

API: Availability of the required titles Institutional API Reference Number: S6-s8			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
93%	75%	2015 81% 2016 90% 2017 93%	85%

Analysis

The value of the indicator shows noticeable development as the availability reached 93% in 2017, which is higher than the target (75%). The university will aim to maintain a high level which will be no less than 85% as the new target.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the percentage of the response to the availability of required titles out of the total of required titles.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s9

API: The accuracy of shelving Institutional API Reference Number: S6-s9			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
65%	70%	2015 68.0% 2016 80.6% 2017 65.0%	75%

Analysis

The current value of the indicator is satisfactory (65%) even though it is lower than the target (70%) and lower than last year's level (80.6%). The university will work to raise the level to 75% next year.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the percentage of the accurate shelving to the total of the required shelving processes.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s10

API: Services provided by the library through the Internet Institutional API Reference Number: S6-s10			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
20	15	2015 19 2016 20 2017 20	22

Analysis

The value of the indicator shows that the number of the online library services is good, as the number was 20, which is higher than the target (15), and it is consistent with last year's level. The university is trying to raise the number to 22 next year.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by calculating the number of the online library services and comparing it to the highest level achieved last year, which was 20.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s11

API: Number of databases available through the library			
Institutional API Reference Number: S6-s11			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
157	155	2015 — 228 2016 — 172 2017 — 157	155

Analysis

The value of the indicator shows that the number of databases (157) is higher than the target (155). The decline in number is due to cancelling the less used subscriptions, particularly after being connected to the Saudi Digital Library which makes available a large number of online databases. The university will attempt to maintain the same level next year.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated calculating the number of available databases.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s12

API: The speed of response to the queries of the beneficiaries in the reference service (calculated per hour)			
Source of the Performance Indicator: ISO 11620			
Institutional API Reference Number: S6-s12			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
58	60	2015 — 39 2016 — 39 2017 — 58	50

Analysis

The value of the indicator shows that the actual performance is 58 hours, which represents 97% of the target (60 hours). The university has increased the working hours of the library in both the male and female sections in order to make the services more available. The website also offers its services 24/7.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by comparing the performance with that of the past years.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S6-s13

API: Number of peak-time Internet-enabled computers per 100 beneficiaries			
Source of the Performance Indicator: Developed in-house			
Institutional API Reference Number: S6-s13			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**New Target Benchmark**
4.5	4.0	2015	3.5	5.0
		2016	4.6	
		2017	4.5	

Analysis

The value of the indicator shows that there is a good level, as the recorded level is higher than the target. It is worth mentioning that the total number of students, faculty members and staff is nearly 115,000, and this indicates good performance. The university is planning to improve the performance and raise the level to 5 internet-connected PCs per 100 users.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
  • Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
  • The internal performance benchmark was calculated by comparing the performance with that of the past years.

3. Name of the internal benchmark provider:
  • Umm Al-Qura University (Self-benchmarking).

API S6-s14

API: Percentage of attendance of the training courses by visitors to the library			
Source of the Performance Indicator: ISO 11620			
Institutional API Reference Number: S6-s14			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**		**New Target Benchmark**
8%	5%	2015	11%	10%
		2016	8%	
		2017	8%	

Analysis

The value of the indicator shows good performance, since the achieved level (8%) is higher than the target (5%), which is the same level recorded the previous year. The department of quality, development and training is responsible for planning targets and updating policies and planning for the training courses to be offered. The university is planning to raise the level to 10% next year.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
  • Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
  • The internal performance benchmark was calculated by comparing the performance with that of the previous years and calculating the percentage of the attendants of the training courses out of the total number of the visitors of the library.

3. Name of the internal benchmark provider:
  • Umm Al-Qura University (Self-benchmarking).

Standard 7: Facilities and Equipment

Key Performance Indicators for Standard 7

KPI S7.1

KPI: Annual expenditure on IT budget
NCAAA KPI Reference Number: S7.1
Institutional KPI Reference Number: S7.1

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark	New Target Benchmark
28.210 Million Riyals	35 Million Riyals	48.671 Million Riyals	King Fahd University of Petroleum and Minerals 45.010 Million Riyals	35 Million Riyals

Analysis

Annual expenditure on IT budget, including:
- **a)** Percentage of the total Institution, or College, or Program budget allocated for IT;
- **b)** Percentage of IT budget allocated per program for institutional or per student for programmatic;
- **c)** Percentage of IT budget allocated for software licences;
- **d)** Percentage of IT budget allocated for IT security;
- **e)** Percentage of IT budget allocated for IT maintenance.

Measurements of the indicator over years:

Year	2014	2015	2016	2017	2018
The value of IT expenditure in million Saudi riyals	46,8	40,7	48,671	53,5	28,21

IT expenditure is calculated on the basis of the expenses of the Deanship of Information Technology, which include: operation and maintenance of Information Technology, computer labs and projects. The internal standard for annual expenditures on the IT budget shows a significant increase in total IT expenditure for 2016 and 2017, which clearly indicates that the university is moving more towards advanced IT and Internet systems, after completing the most important projects of the Deanship of Information Technology and the new orientation of the University to complete the premises of the university campus and the university hospital and some of the campuses of the branches.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- The University evaluates its performance based on the evaluation of key performance indicators as well as some of its sub-indicators as it progresses over the years in order to develop procedures for continuous improvement and efficiency enhancement.

2. How was the benchmark calculated?
- Total expenditure was calculated on the basis of all expenses related to the Deanship of Information Technology including operation and maintenance to the establishment / operation of computer labs and the purchase of different programs.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- In the light of good practice, two specific criteria were adopted by Umm Al-Qura University to select the external measurement partner. (i) Comparability in infrastructure

facilities required for programs across the Kingdom of Saudi Arabia; and (ii) Availability of data as required by the National Center for Academic Accreditation and Evaluation.

2. How was the benchmark calculated?

- Through the calculation of total expenditure on IT.

3. Name of the external benchmark provider:

- King Fahd University of Petroleum and Minerals

KPI S7.2

KPI: Stakeholder evaluation of the IT services				
NCAAA KPI Reference Number: S7.2				
Institutional KPI Reference Number: S7.2				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**	**New Target Benchmark**
3.57	3.75	3.44	King Fahd University of Petroleum and Minerals 3.33	3.75

Analysis

Average overall rating of the adequacy of:
- **a)** IT availability,
- **b)** Security,
- **c)** Maintenance,
- **d)** Accessibility
- **e)** Support systems,
- **f)** Software and up-dates,
- **g)** Age of hardware.
- **h)** Viable indicators of service

on a five- point scale of in an annual survey.

Measurements of the indicator over years:
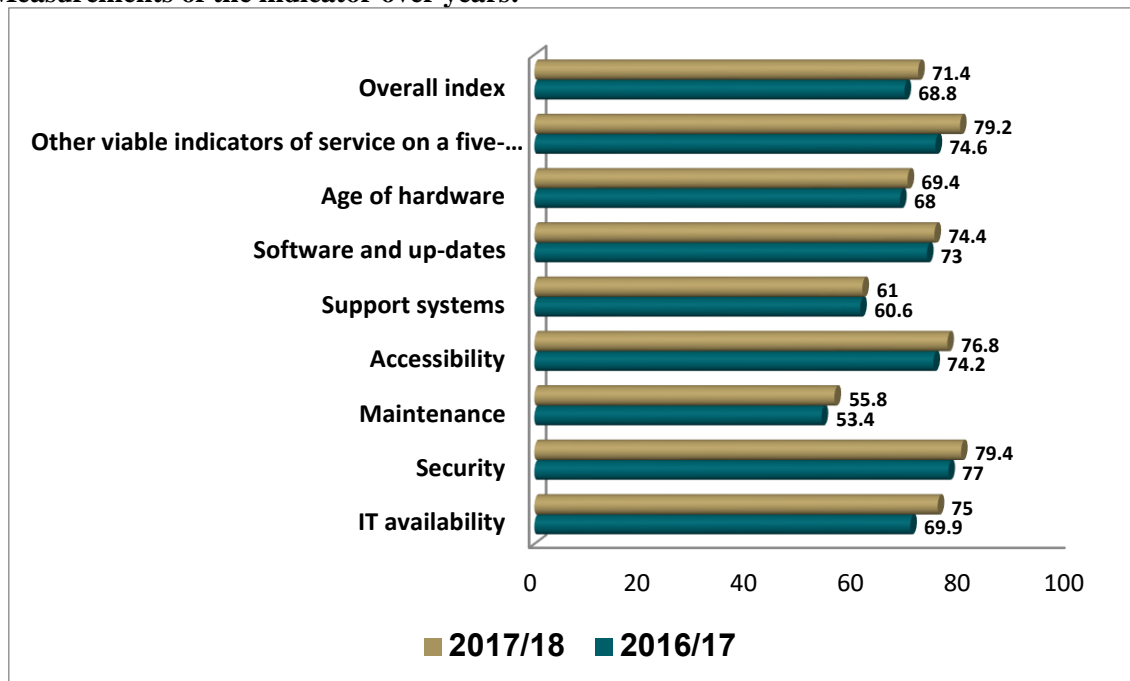
This indicator is part of the updated list of performance indicators of the National Center for Academic Accreditation and Evaluation. Therefore, it was measured over two years after the approval of the updated list of indicators by the University Council in the 1437-1438 AH academic year. The overall indicator was 3.57, representing 71.4% of the total score of 5, representing 95.6% of the target of 3.75. Although the overall score of the indicator did not reach the target level, it shows progress in performance from the previous year, which was measured 3.44.

Strengths:
- Insurance.
- Applicable services.

- The availability of information technology.
- Accessibility.

Recommendations for Improvement:
- Maintenance.
- Support system.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional benchmarking. Therefore, the benchmarking is subjective, as the university compares its results and the level of change in its performance with its previous performance.

2. How was the benchmark calculated?
- Through electronic questionnaires for the categories of faculty members, students and staff on a five-point scale. The sub-components represent some of the statements in these questionnaires. The averages of the categories were calculated taking into account the weight of the average.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- In the light of good practice, two specific criteria were adopted by Umm Al-Qura University to select the external measurement partner. (i) Comparability in infrastructure facilities required for programs across the Kingdom of Saudi Arabia; and (ii) Availability of data as required by the National Center for Academic Accreditation and Evaluation.

2. How was the benchmark calculated?
- By surveying the opinions of target groups on a five-point scale.

3. Name of the external benchmark provider:
- King Fahd University of Petroleum and Minerals

KPI S7.3

KPI: Stakeholder evaluation of: Websites, e-learning services, Hardware and software, Accessibility, Learning and Teaching, and Evaluation and service				
NCAAA KPI Reference Number: S7.3				
Institutional KPI Reference Number: S7.3				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**	**New Target Benchmark**
3.77	3.90	3.66	King Fahd University of Petroleum and Minerals 3.55	3.90

Analysis

Stakeholder's evaluation of the following
- Websites.
- e-learning services
- Hardware and software
- Accessibility of services
- Learning and Teaching
- Evaluation and teaching
- Web-based electronic data management system or electronic resources (for example: institutional website providing resource sharing, networking & relevant information, including e-learning, interactive learning & teaching between students & faculty

on a five-point scale in an annual survey.
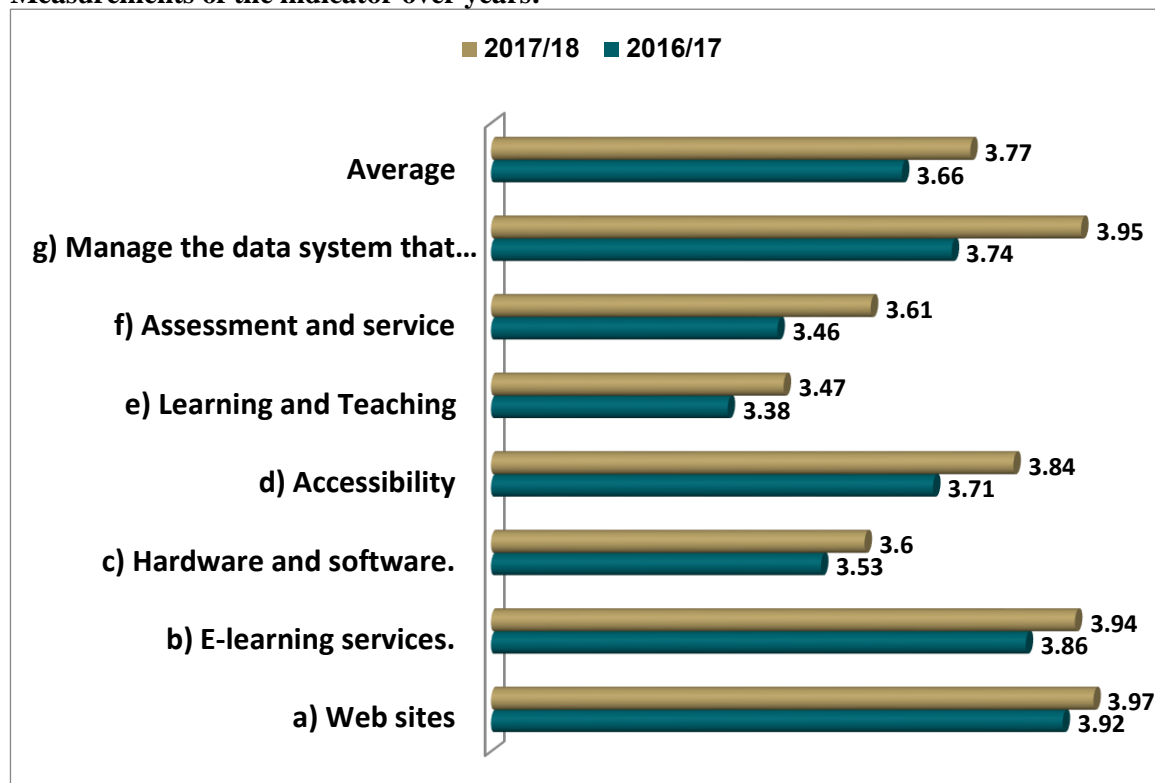
Measurements of the indicator over years:

This indicator is included in the updated list of performance indicators of the National Center for Academic Accreditation and Evaluation (NCAAA). Therefore, it was measured over two years after the approval of the updated list of indicators by the University Council in the 1437 -1438 AH academic year.

The overall indicator was 3.77, which represents 75.2 % of the total score of 5, and it also shows progress in performance as it was measured in the previous year at 3.66. It also shows an excellence in the external benchmarking with King Fahd University in the results of the indicator.

Strengths:
- e-learning.
- Easy access to services.

Recommendations for Improvement:
- Software and equipment.
- Increasing the effectiveness of technology in learning and teaching.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional benchmarking. Therefore, the benchmarking is subjective, as the university compares its results and the level of change in its performance with its previous performance.

2. How was the benchmark calculated?
- Through electronic questionnaires for the categories of faculty members, students and staff on a five-point scale. The sub-components represent some of the statements in these questionnaires. The averages of the categories were calculated taking into account the weight of the average.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- In the light of good practice, two specific criteria were adopted by Umm Al-Qura University to select the external measurement partner. (i) Comparability in infrastructure facilities required for programs across the Kingdom of Saudi Arabia; and (ii) Availability of data as required by the National Center for Academic Accreditation and Evaluation.

2. How was the benchmark calculated?
- By surveying the opinions of the target groups on a five-point scale.

3. Name of the external benchmark provider:
- King Fahd University of Petroleum and Minerals

Additional Performance Indicators for Standard 7

API S7-s1

API: Average overall rating of adequacy of facilities and equipment in a survey of teaching staff **Institutional API Reference Number: S7-s1**				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**	**New Target Benchmark**
3.05	3.75	3.50	3.00 جامعة القصيم	3.75

Analysis
Measurements of the indicator over years:
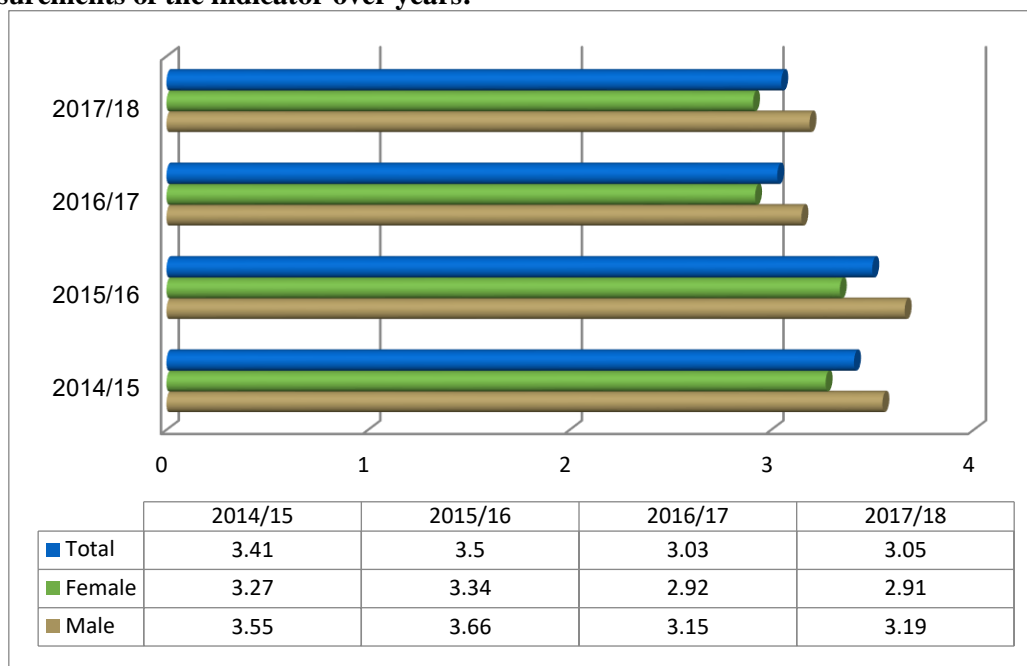
	2014/15	2015/16	2016/17	2017/18
■ Total	3.41	3.5	3.03	3.05
■ Female	3.27	3.34	2.92	2.91
■ Male	3.55	3.66	3.15	3.19

This indicator is included in the updated list of performance indicators of the National Center for Academic Accreditation and Evaluation (NCAAA). Therefore, it was measured over two years after the approval of the list of indicators updated by the University Council in the academic year 2016/17. The overall index achieved 3.5, representing 70 % of the total score of 5, representing 93.3 % of the target of 3.75. Although the overall score of the index did not reach the target level, it shows little progress in performance from the previous year, which was measured 3.03.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This API represent an institutional comparison. Therefore, the comparison is subjective, as the university compares its results and the level of change in its performance with its previous performance.

2. How was the benchmark calculated?
- The data for the current academic year 2017/18 was calculated from Questionnaire 40.
- The Internal benchmark through a leadership questionnaire was measured for the academic year 2015/16.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?

- Keeping in view of good practice, two specific criteria was adopted UQU to choose the external benchmarking partner viz. (i) Comparability in the Infrastructural facilities required for the Programs across KSA (ii) Availability of data as required by the NCAAA. Accordingly, Qassim University was chosen. It has already attained academic accreditation by NCAAA.

2. How was the benchmark calculated?

- Data from their website was used.

3. Name of the external benchmark provider:

- Al-Qasssim University

API S7-s2

API: Percentage of satisfaction of senior management with facilities and equipment **Institutional API Reference Number: S7-s2**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.17	3.50	3.15	3.50

Analysis

The overall indicator achieved 3.17, representing 63.4 % of the total score of 5, representing 90.5 % of the target of 3.5. The overall score of the indicator did not reach the target level and also showed a relative decline in performance compared to the previous year 2016/17, which was measured 3.15.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- The University evaluates its performance based on the evaluation of key performance indicators as well as some of its additional indicators as it progresses over the years in order to develop procedures for continuous improvement and efficiency enhancement.

2. How was the benchmark calculated?
- By analyzing the results of the leadership and senior management survey of facilities and equipment on a five point scale.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S7-s3

API: Percentage of student satisfaction with facilities and equipment Institutional API Reference Number: S7-s3			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.23	3.55	3.54	3.55

Analysis

Measurements of the indicator over years:

	2014/15	2015/16	2016/17	2017/18
■ Total	3.07	3.54	3.1	3.23
■ Female	2.91	3.46	2.95	3.21
■ Male	3.24	3.62	3.25	3.33
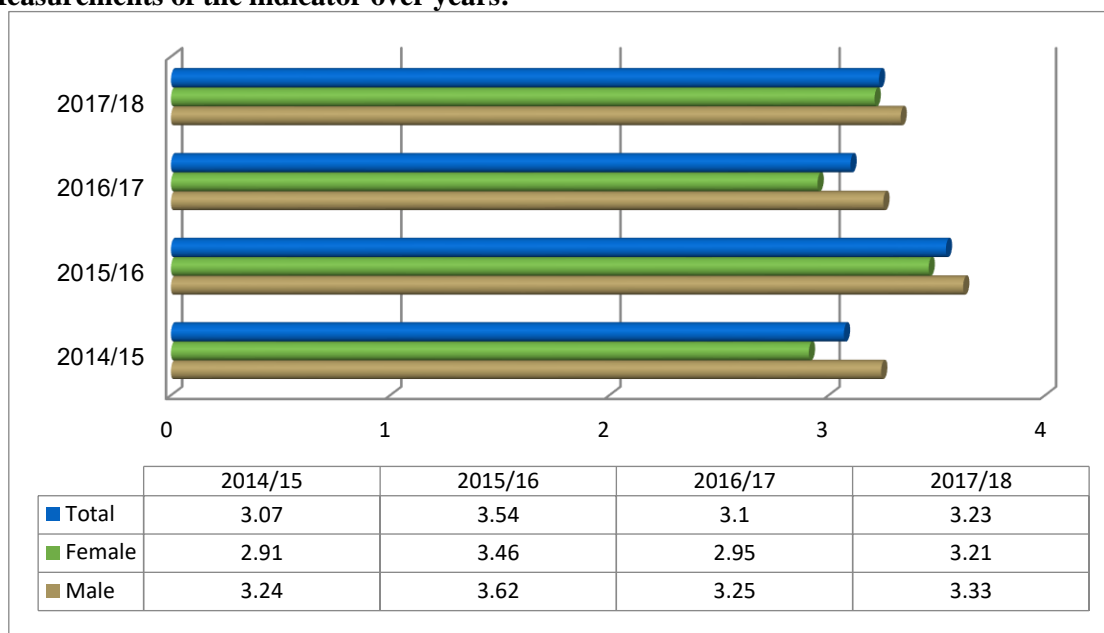
The overall indicator achieved 3.23, representing 64.6 % of the total score of 5, representing 90.9 % of the target of 3.55. The overall score of the indicator did not reach the target level and also showed a relative decline in performance compared to the previous year 2016/17, which was measured 3.54.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- The University evaluates its performance based on the evaluation of key performance indicators as well as some of its additional indicators as it progresses over the years in order to develop procedures for continuous improvement and efficiency enhancement.

2. How was the benchmark calculated?
- The data were calculated by means of the statistical processing of the questionnaires and the calculation of the overall average of the students' opinion on the facilities and equipment.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S7-s4

API: The percentage of employees' approval of the availability of places to practice religious rituals and their suitability for the purpose			
Institutional API Reference Number: S7-s4			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.67	4.00	3.58	4.00

Analysis

Measurements of the indicator over years:

	2014/15	2015/16	2016/17	2017/18
▪ Total	3.55	3.57	3.58	3.67
▪ Female	3.4	3.49	3.47	3.54
▪ Male	3.7	3.65	3.69	3.75
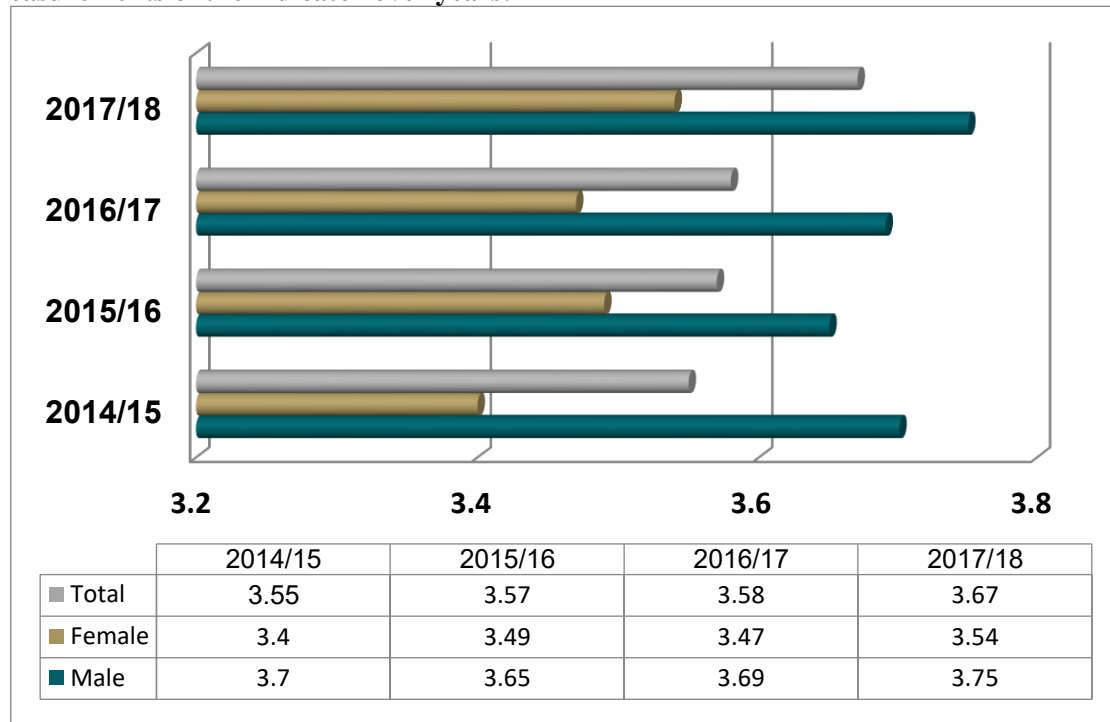
The overall indicator achieved 3.67, representing 73.4 % of the total score of 5, representing 91.5 % of the target of 4. Although the overall score of the indicator did not reach the target level, it shows progress in performance compared to the previous year 2016/17, which was measured 3.58.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- The University evaluates its performance based on the evaluation of key performance indicators as well as some of its additional indicators as it progresses over the years in order to develop procedures for continuous improvement and efficiency enhancement.

2. How was the benchmark calculated?
- It was calculated through items related to the places of practicing religious rites in the questionnaire of the respondents among staff.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S7-s5

API: The number of computers (Workstations) that can be accessed by each student					
Institutional API Reference Number: S7-s5					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**		**New Target Benchmark**
1:11	1:9	1:14	University of Dammam (2015)	1:6	1:9
			University of Majma'ah (2015)	1:20	
			King Abdul Aziz University (2015)	1:6	

Analysis
Umm Al-Qura University students can access computers at the university, either from computer labs or from their personal devices. It seems that each student has the ability to access the power of electronic computing and is seldom seen using computers available on campus. As Umm Al Qura University is a technically advanced campus, the need for additional computers with additional computing capacity should be increased as much as it can be easily purchased and classrooms / labs allocated to bear them.
Despite the steady increase in the number of students, there is an improvement in the percentage, which calls for increasing the number of computers available to students. However, the University seeks to have continuous improvement in this area.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- The University evaluates its performance based on the evaluation of key performance indicators as well as some of its additional indicators as it progresses over the years in order to develop procedures for continuous improvement and efficiency enhancement.

2. How was the benchmark calculated?
- The total expenditure was calculated on the basis of all expenses related to the Deanship of Information Technology.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- In the light of good practice, two specific criteria were adopted by Umm Al-Qura University to select the external measurement partner. (i) Comparability in infrastructure facilities required for programs across the Kingdom of Saudi Arabia; and (ii) Availability of data as required by the National Center for Academic Accreditation and Evaluation.
- Accordingly, King Abdul Aziz University, Dammam University and Al-Majma'ah University were selected. All have already gotten academic accreditation from the National Center for Academic Accreditation and Evaluation.

2. How was the benchmark calculated?
- The data on the universities' website was used.

3. Name of the external benchmark provider:
- King Abdul Aziz University
- University of Majma'ah.
- University of Dammam.

Standard 8: Financial Planning and Management

Key Performance Indicators for Standard 8

KPI S8.1

KPI: Total operating expenditure (other than accommodation and student allowances) per student **NCAAA KPI Reference Number: S8.1** **Institutional KPI Reference Number: S8.1**					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**		**New Target Benchmark**
SR 16,600	SR 15,000	SR 15,000	Qassim University	SR 37,700	SR 15,000
			King Abdul Aziz University	SR 75,500	

Analysis					
Measurements of the indicator over years:					

Academic Year	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Total operational expenditure on students (other than accommodation and student allowances)	17,000	18,000	17,000	15,000	16,000

It is clear that the operating expenditure per student is close to the target, although slightly higher than that of last year, which represents the internal benchmark. The clear difference between the total operating expenditure per student at Umm Al-Qura University on one part and Qaseem University and King Abdul Aziz University on the other lies in the difference in budgets as well as the number of students.

Strengths:

- A decrease in the total rate of operating expenditure per student which is in line with the target in the development plan at the level of the Kingdom.
- The average share of students in the recurrent expenditure during the years of the Ninth Development Plan in the average is about (SR 16.600) sixteen thousand and six hundred Saudi Riyals annually.

Recommendations for Improvement:

During the 10th Development Plan, the University will work to minimize the cost of education as much as possible to (SR 15,000) through the following:

- Reduce the average number of years spent by the student until he / she graduates.
- Eliminate the apparent overcrowding of students at the university by reducing the rates of failure and reducing the rates of waste by reducing dropout rates.
- Give serious and effective attention to the development and implementation of a comprehensive and effective program on sound economic basis for the maintenance and operation of university buildings and facilities to extend and maintain their life span.
- Optimal use of amenities, buildings and facilities available to the University.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- -This is an independent institutional benchmarking of the university. The target performance level for the internal benchmark was chosen as the average cost for the previous academic year and is consistent with the target according to the 10th development plan issued by the Ministry of Planning.

2. How was the benchmark calculated?

- The actual performance level was calculated by calculating the amounts of equipment and student stipends for each year and subtracting them from the general budget and dividing the rest of the budget by the number of students.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Qassim University and King Abdul Aziz University were selected due to the availability of data as well as being two universities accredited by NCAAA.

2. How was the benchmark calculated?
- The external performance benchmark was calculated based on the total operating expenditure on the student (excluding expenses for equipment and student allowances).

3. Name of the external benchmark provider:
- Qassim University
- King Abdul Aziz University

Additional Performance Indicators for Standard 8

API S8-s1

API: Observations of the external audit reports **Institutional API Reference Number: S8-s1**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
Regular - and show the fair financial position of the University	Regular - and show the fair financial position of the University	Regular - and show the fair financial position of the University	Regular - and show the fair financial position of the University
Analysis			
Measurements of the indicator over years:			

Year	Observations of the external financial audit reports
1434-1433 2013-2012	Regular - and show the fair financial position of the University according to the monetary principles
1435-1434 2014-2013	Regular - and show the fair financial position of the University according to the monetary principles
1436-1435 2015-2014	Regular - and show the fair financial position of the University according to the monetary principles
1437-1436 2016-2015	Regular - and show the fair financial position of the University according to the monetary principles
1438-1437 2017-2016	Regular - and show the fair financial position of the University according to the monetary principles
1439-1438 2018-2017	Regular - and show the fair financial position of the University according to the monetary principles

External financial audit reports are considered regular - and they show the financial position of the University in all previous years, in accordance with the monetary principles.

Strengths:
- Regularity of financial audit and fairness of the financial position of the University.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- Through the external audit report in the Annex (G.8.31).

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S8-s2

API: The extent of the participation of the concerned parties in the financial planning of the university				
Institutional API Reference Number: S8-s2			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
100%	100%	57%	100%

Analysis

Measurements of the indicator over years:

Year	Total number of concerned parties at the university	Number of entities involved in financial planning	Percentage of involvement
1435-1434 2014-2013	80	80	%100
1436-1435 2015-2014	81	81	%100
1437-1436 2016-2015	83	83	%100
1438-1437 2017-2016	84	84	%100
1439-1438 2018-2017	84	84	%100

Every year, all the entities at Umm Al-Qura University participate in the financial planning of the University by sending the annual estimated budgets and then compiling, reviewing and approving them.

Strengths:
- Participation of all stakeholders in the financial planning of the University.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The calculation was made by taking statistics of the number of stakeholders participating in the financial planning and dividing it by the total number of stakeholders × 100 to obtain the percentage of participation.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S8-s3

API: The size of salaries compared to the total budget **Institutional API Reference Number: S8-s3**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
56%	60%	57%	60%

Analysis

Measurements of the indicator over years:

Year	Total Budget of the University	Total value of the salaries at the university	Ratio of salaries to the university budget
1435-1434 2014-2013	2.690.602	1.155.128	%43
1436-1435 2015-2014	2.823.110	1.287.628	%46
1437-1436 2016-2015	2.902.402	1.319.628	%45
1438-1437 2017-2016	2.281.972	1.302.534	%57
1439-1438 2018-2017	2.525.663	1.425.680	%56

The percentage of salaries in the budget of Umm Al-Qura University varies from year to year, and it is witnessing an upward trend due to the change in the budget as well as the number of staff. The lower the budget allocated to Umm Al-Qura University with the increase in the number of staff, workers and faculty members, this is reflected in the rate of increase (from 43 % in 1435 AH to 56 % in 1439 AH, which means a rise of about 13 % within 5 years).

It also means that the university has completed many projects and facilities and is working on operating them by increasing manpower.

Strengths:
- Increasing manpower at the university.

Recommendations for Improvement:
- Work to increase the budget allocated to the University in accordance with its growing size, whether in its branches or in the manpower.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking of the university.

2. How was the benchmark calculated?
- The size of salaries was calculated from the budget by monitoring the total amount of salaries during the year and dividing it by the total budget of the university $\times$ 100 to obtain the percentage.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

Standard 9: Faculty and Staff Employment Processes

Key Performance Indicators for Standard 9

KPI S9.1

KPI: Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement **NCAAA KPI Reference Number: S9.1** **Institutional KPI Reference Number: S9.1**					

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
2.3%	2.5%	2.6%	King Fahd University of Petroleum	0.6%	2.0%
			Imam Abdurrahman bin Faisal University (Dammam)	0.2%	

Analysis

Measurements of the indicator over years:

Academic Year	No. of Faculty Members			No. of faculty members who left			Percentage of departures		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1434-1435 2013-2014	2404	1492	3896	151	75	226	6.28%	5.03%	5.80%
1435-1436 2014-2015	3017	2093	5110	149	48	197	4.5%	1%	3.86%
1436-1437 2015-2016	2949	2132	5081	133	44	177	3.92%	2.06%	3.48%
1437-1438 2016-2017	2937	2138	5075	79	53	132	2.69%	2.48%	2.60%
1438-1439 2017-2018	2909	2184	5093	79	38	117	2.71%	1.74%	2.30%

Strengths:
- The indicator measurement table above shows the continuous decline in the number of faculty members leaving the university for reasons other than age retirement over the past five years.

Recommendations for Improvement:
- To reduce the proportion of faculty members departing for reasons other than age retirement to the new target level of performance of only 2 %.
- Work to know the reasons for the request of faculty members to resign or retire early or lack of desire to renew the contract in order to avoid the factors of non-continuation of work that may be due to the University or one of the representative bodies.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmarking of the performance of the university and the internal benchmark value was selected because it is the best result achieved by the university for this indicator and was during the 1437-1438 AH academic year.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by dividing the number of those who left the university by the total number of faculty members × 100 to obtain the percentage. The best result was 2.60 % for the 1437-1438 AH academic year, which is the lowest percentage of those who left the university during the previous years.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?

- Because they are two universities accredited by NCAAA, as well as the availability of indicator measurement data.

2. How was the benchmark calculated?

- Through the calculation of the number of departures for reasons other than age retirement divided by the total number of faculty members and the supporting body $\times$ 100 to extract the percentage.

3. Name of the external benchmark provider:

- King Fahd University of Petroleum
- Imam Abdurrahman bin Faisal University (Dammam)

KPI S9.2

KPI: Proportion of teaching staff participating in professional development activities during the past year
NCAAA KPI Reference Number: S9.2
Institutional KPI Reference Number: S9.2

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
85%	50%	67%	Qassim University	89%	80%
			King Saud University	75%	
			King Abdul Aziz University	29.6%	
			King Fahd University of Petroleum	71%	

Analysis

Measurements of the indicator over years:

Item	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Total number of faculty members	4294	3896	5110	5081	5075	5093
Number of beneficiaries of courses	2223	1859	3403	3126	1230	4327
Overall	51.77%	47.72%	66.59%	61.52%	24.24%	84.96%

It can be noted that the percentage of professional development of faculty members is high during the previous years, except last year which was 24 % owing to the reduction of the budget of the university in that year, which affected the budget of the training, but was increased again to 85 % exceeding the expectations and target. This is considered as a distinct proportion in light of internal benchmarking or when compared to other universities in the external benchmarking.

Strengths:
- The increase in the percentage of faculty members involved in professional development activities from about 24 % to 85 % during the last year shows the extent of the university's interest in providing professional development activities and the increase in the participation of faculty members.
- The multiplicity of agencies entrusted with training and the diversity of training fields.

Recommendations for Improvement:
- The need to fix the proportion of participation of faculty members in professional development activities at a minimum to prevent the return of sharp fluctuations in this proportion between the participation by a proportion exceeding half of the faculty members.
- Motivation of participation in professional development activities with a range of financial and moral incentives.
- Include professional development activities in the faculty members' evaluation.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmarking of the university's performance at the institutional level, and the value was identified.
- This is because it is the best result achieved by the university for this indicator, which was during the 1435-1436 AH academic year.

2. How was the benchmark calculated?
- By calculating the number of faculty members who received training and dividing them by the total number of faculty members × 100 to get the percentage.
- The internal benchmark value of 67 % is the best result achieved by the university in that indicator during the previous years.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?

- Because they are two universities accredited by NCAAA, as well as the availability of indicator measurement data.

2. How was the benchmark calculated?

- By counting the number of participants in professional development activities and dividing this number on the total number of faculty members and multiplying the dividing score by 100, which is the same method that was calculated at Umm Al-Qura University.

3. Name of the external benchmark provider:

- Qassim University
- King Saud University
- King Abdul Aziz University
- King Fahd University of Petroleum

Additional Performance Indicators for Standard 9

API S9-s1

API: The diversity of the background of faculty members in terms of the country from which the highest certificate was obtained and in terms of gender, or ethnicity **Institutional API Reference Number: S9-s1**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
Diversified 94 % of programs	The total number of nationalities + the number of places where the qualifications were obtained are not less than 5 per program	Diversified 97 % of programs have diversity	In 95% of the programs, the total number of nationalities + the number of places where the qualifications were obtained are not less than 5 per program

Analysis

Measurements of the indicator over years:

Item	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Percentage of programs with diversity	87.32%	89%	90%	91.2%	94%	97%
Scope of diversity	Diverse	Diverse	Diverse	Diverse	Diverse	Diverse

Strengths:
- There is a diversity in the nationality of faculty members and countries from where they obtained their doctorate degrees by 97 % during the last year.

Recommendations for Improvement:
- The need to provide a clear inventory of the distribution of faculty members by nationalities in each program and a list of the distribution of faculty members by country where the qualification was obtained and follow-up the updates of that inventory to ensure the continuation of this distinctive percentage of diversity and to raise awareness of the importance of cultural and academic diversity among faculty members in each program.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmarking where the additional indicator is strictly meant for the university and the value of the internal benchmark is the best result achieved so far by the university for this indicator which was during the 1437-1438 AH academic year.

2. How was the benchmark calculated?
- By calculating the number of programs for which diversity is achieved and dividing it by the total number of university programs $\times$ 100 to calculate the percentage (diversity means the background diversity of faculty members in terms of the country from which the highest certificate is obtained and in terms of ethnicity (gender, race) and if the program achieves 5 and more it is considered to be diversified.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S9-s2

API: The existence of clear and varied mechanisms for recruitment and contracting Institutional API Reference Number: S9-s2			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
They exist and are applied	The existence of mechanisms in place	_	The existence of mechanisms in place

Analysis

Measurements of the indicator over years:

Academic Year	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
The existence of mechanisms	They exist	They exist	They exist	They exist	They exist	They exist

All recruitment and contracting manuals are available manually and electronically on the management of faculty members and staff website, as well as the recruitment and contracting regulations at Umm Al-Qura University which are in accordance with the regulations of recruitment and contracting in Saudi universities. The requirements for appointment to academic posts are also available on the website of the Scientific Council and the Committee for Appointment of Lecturers and Teaching Assistants.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmarking of the performance of the university and the internal benchmark value was selected because it is the best result achieved by the university for this indicator and was during the 1437-1438 AH academic year.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by checking whether the recruitment and contracting manuals are available or not.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S9-s3

			New Target Benchmark
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	
Permanent development of the mechanism	They exist and have been developed automatically (Automation)	–	Permanent development of the mechanism

API: The extent of existence of mechanisms to take inventory of deficit according to the activities and teaching hours required by different educational programs
Institutional API Reference Number: S9-s3

Analysis

Measurements of the indicator over years:

Year	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
The existence of mechanisms	They exist and are applied manually. They are calculated manually by the department head and submitted through the department council according to the administrative hierarchy.	They exist and are applied manually. They are calculated manually by the department head and submitted through the department council according to the administrative hierarchy.	They exist and are applied manually. They are calculated manually by the department head and submitted through the department council according to the administrative hierarchy.	They exist and are applied manually. They are calculated manually by the department head and submitted through the department council according to the administrative hierarchy.	They exist and are applied automatically through the educational follow-up program.	They exist and are applied automatically through the educational follow-up program.

The manual calculation of the deficit in teaching hours in the various programs has been replaced by the head of the department and then submitted through the council of the academic department according to the administrative hierarchy, with a modern and automatic system (educational follow-up program).
 All details are available in the self-study data of the fourth standard.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmarking of the performance of the university and the internal benchmark value was selected because it is the best result achieved by the university for this indicator and was during the 1437-1438 AH academic year.

2. How was the benchmark calculated?
- The internal performance benchmark was calculated by checking whether there was a mechanism or not.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S9-s4

API: The extent of availability of social and recreational programs for faculty members			
Institutional API Reference Number: S9-s4			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
0.69 Poor	1.5	1.28	1.5

Analysis

Measurements of the indicator over years:

Academic Year	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Number of academic departments	119	119	119	119
Number of recreational programs in academic departments and colleges	95	126	152	82
Average of the number of academic departments	0.8 Poor	1.06 Few	1.28 Few	0.69 Poor

Although there are some services programs for university staff such as the Wafer program (https://uqu.edu.sa/en/dsfaculty/24229), the actual performance level is poor. There is a need for effective and continuous social and recreational programs for faculty members to reach the target performance level of 1.5.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmarking and the benchmark number is 1.28 which is the best result and was in 1437-1438 AH.

2. How was the benchmark calculated?
- By dividing the number of programs in all academic departments by the total number of academic departments.
- Less than 1 is poor, 1 to 1.9 is low, 2 is medium, 3 or more is good.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S9-s5

API: Extent of job satisfaction of staff: faculty members – administrative staff (on a five-point scale) **Institutional API Reference Number: S9-s5**			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3.84	3.75	3.66	3.90

Analysis

Measurements of the indicator over years:

	1436-1437 2015-2016			1437-1438 2016-2017			1438-1439 2017-2018		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Faculty members	4.01	3.7	3.86	3.89	3.67	3.78	3.95	3.89	3.83
Administrative staff	3.18	3.62	3.4	3.52	3.56	3.54	3.35	3.59	3.84
Total	3.6	3.66		3.71	3.62		3.66	3.74	
Overall	3.63			3.66			3.84		

The measurement of the indicator shows that there is relative job satisfaction for faculty members and staff members.

Recommendations for Improvement:
- Work on the constant improvement of the working environment of the university.
- Increase the activation of incentive mechanisms.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an independent benchmarking and the benchmark number is 3.66 on a five-point scale and is the best result which was in 1437-1438 AH.

2. How was the benchmark calculated?
- The indicator was calculated through the statistical results of the job satisfaction questionnaire for both faculty members and staff and the calculation of the overall averages.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

Standard 10: Research

Key Performance Indicators for Standard 10

KPI S10.1

KPI: Number of refereed publications in the previous year per full time equivalent teaching staff

NCAAA KPI Reference Number: S10.1

Institutional KPI Reference Number: S10.1-1

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
0.36	0.35	0.28	King Saud University	0.81	0.40
			King Abdul Aziz University	0.20	

Analysis

Measurements of the indicator over years:

	1434-1435	1435-1436	1436-1437	1437-1438
Number of faculty members with PhDs	1955	2471	2420	2466
Total number of refereed publications in the previous year	422	594	681	894
Number per faculty member	0.22	0.24	0.28	0.36

It can be seen that the measurement of the indicator has increased over the past years. In spite of the fact that the target has been achieved, Umm Al-Qura University is seeking to increase the number of published papers on behalf of the university. The current rate is higher than that of the peer university, King Abdul Aziz University, but less than that of King Saud University.

Recommendations for Improvement:

- Increasing awareness of the importance of excellent scientific publishing and awareness of the quality and not the quantity of scientific publication.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- Because it is an institutional self-benchmarking of the university, and the comparison of publication in the past five years represents the rate of publication in unsupported research. The internal and external supported research is subject to different proportions that do not cover all academic categories.

2. How was the benchmark calculated?

- Comparison of the scientific publication of the researchers in the rank of assistant professor and above excluding teaching assistants, lecturers and students in the statistics. The statistical data were based on research published on behalf of Umm Al-Qura University in the international search engines or published in prestigious publishing vessels that meet the standards of the National Center for Academic Accreditation and Evaluation (NCAAA).

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking) based on data from the Deanship of Scientific Research and the Science and Technology Unit..

External Benchmarking

1. Why this external benchmark provider was chosen?

- Because they are two universities with institutional academic accreditation and due to the similarity of the administrative structure and research activities (support programs) and the availability of research data.

2. How was the benchmark calculated?

- Calculation of the proportion of scientific publishing compared to the number of faculty members in the university.

3. Name of the external benchmark provider:

- King Saud University
- King Abdul Aziz University

KPI S10.3

KPI: Proportion of full-time member of teaching staff with at least one refereed publication during the previous year				
NCAAA KPI Reference Number: S10.3				
Institutional KPI Reference Number: S10.3-2				
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**	**New Target Benchmark**
13.5%	20.0%	14.0%	40.0% King Abdul Aziz University	20.0%

Analysis

Measurements of the indicator over years:

Item	1434-1435	1435-1436	1436-1437	1437-1438
Number of teaching staff with PhDs	1955	2471	2420	2466
Number of teaching staff with at least one refereed publication	230	290	337	334
Percentage %	11.76%	11.98%	13.93%	13.54%

The statistical data were based on research published on behalf of Umm Al-Qura University in the international search engines or published in prestigious publishing vessels that meet the standards of the National Center for Academic Accreditation and Evaluation (NCAAA).

Recommendations for Improvement:
- Increasing awareness of the importance of excellent scientific publishing and awareness of the quality and not the quantity of scientific publication.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because they are self-benchmarking of the university, and the comparison of publication in the past five years represents the rate of publication in unsupported research. The internal and external supported research is subject to different proportions that do not cover all academic categories.

2. How was the benchmark calculated?
- Comparison of the scientific publication of the researchers in the rank of assistant professor and above excluding teaching assistants, lecturers and students in the statistics.

3. Name of the internal benchmark provider:
- Deanship of Scientific Research and the Science and Technology Unit at Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Due to the similarity of the administrative structure and research activities (support programs) and the availability of research data.

2. How was the benchmark calculated?
- By calculating the proportion of scientific publishing compared to the number of faculty members in the university.

3. Name of the external benchmark provider:
- Deanship of Scientific Research at King Abdul Aziz University

KPI S10.4

KPI: Number of papers or reports presented at academic conferences during the past year per full time equivalent faculty members
NCAAA KPI Reference Number: S10.4
Institutional KPI Reference Number: S10.4-3

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark	New Target Benchmark
225	500	300	1000 King Abdul Aziz University	500

Analysis

Measurements of the indicator over years:

Item	1431-1432	1432-1433	1433-1434	1434-1435	1435-1436	1436-1437	1437-1438
Number of faculty members with PhDs	1350	1480	1750	1955	2471	2420	2466
Number of research papers or reports presented in conferences	59	55	62	148	244	255	225
Number per faculty member	0.04	0.06	0.07	0.08	0.10	0.11	0.09

Faculty members apply for participation in scientific conferences. The request for participation is subject to the criteria that should be available in the conferences. The first is the specialization of the conference and its relation to the researcher's specialty. Participation in high-quality non-profit conferences is approved, but three years ago, the financial support for conference participants was stopped. We recommend that it is reinstated to increase the number of participants especially at the international level.

Recommendations for Improvement:
- Reinstating the financial support for participation in conferences.
- Facilitating the conference attendance procedures.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is an institutional self-benchmarking and comparison has been drawn between the data of researchers who participated in conferences over the last five years.

2. How was the benchmark calculated?
- Comparison between the numbers of participants during the past years.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Due to the similarity of the administrative structure and research activities (support programs) and the availability of research data.

2. How was the benchmark calculated?
- By calculating the proportion of scientific publishing compared to the number of faculty members in the university.

3. Name of the external benchmark provider:
- King Abdul Aziz University

KPI S10.5

KPI: Research income from external sources in the past year as a proportion of the number of full-time faculty members
NCAAA KPI Reference Number: S10.5
Institutional KPI Reference Number: S10.5-4

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark	New Target Benchmark
203,221,309	250,000,000	200,000,000 External support of five years	400,000,000 King Abdul Aziz University	300,000,000

Analysis

Measurements of the indicator over years:

Item	1431-1432	1432-1433	1433-1434	1434-1435	1435-1436	1436-1437	1437-1438
Number of faculty members	3326	3701	3896	3896	5110	5081	5075
Number of faculty members who have doctorate degrees	1350	1480	1750	1955	2471	2420	2466
Scientific research income from external sources in Saudi Riyals	9841480	38827677	29338881	21076465	17622813	15190615	19678270
Average per member	2958.95	10491.13	7530.51	10780.8	7131.85	6277.11	7979.83

The number of projects whose support is rejected in the national plan decreases from one year to the next. This indicates the development of the Science and Technology Unit at Umm Al-Qura University and the keenness of its employees to be very careful before accepting any project and that the projects rejected through them reached zero in some periods of submission. The support budget is commensurate with the number of projects submitted and accepted.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- According to the American Society for the Advancement of Science report, entitled "Analysis of the Comprehensive National plan for Science, Technology and Innovation for September 2014", the Science and Technology Unit ranked fourth in the total of 54 technical units across the Kingdom of Saudi Arabia. Therefore, its choice of internal benchmark achieves realistic figures and statistics.

2. How was the benchmark calculated?
- Comparing the number of funded and rejected researches over the past years and the amount of financial support.

3. Name of the internal benchmark provider:
- Unit at Umm Al-Qura University (Self-benchmarking) through the data of the Science and Technology

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because it is a legal body in the support of the national plan.

2. How was the benchmark calculated?
- Comparison of the financial support of both entities during the past years.

3. Name of the external benchmark provider:
- Science and Technology Unit and Deanship of Scientific Research at King Abdul Aziz University.

KPI S10.6

KPI: Proportion of total, annual operational budget dedicated to research
NCAAA KPI Reference Number: S10.6
Institutional KPI Reference Number: S10.6-5

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark	New Target Benchmark
0.025%	2.00%	0.22% The disbursement budget during five years	25% King Abdul Aziz University	1.00%

Analysis

Measurements of the indicator over years:

Item	1431-1432	1432-1433	1433-1434	1434-1435	1435-1436	1436-1437	1437-1438
Operational budget dedicated to research	4657206	6500000	7000000	6.000.000	6,000,000	5,000,000	5,500,000

The budget of research funding since 1435 AH was spent on research funded by the Institute of Research and Revival of Islamic Heritage. The It was also spent on research funded by the Deanship in late 1436 AH and the beginning of 1437 AH. The budget did not cover the support of all research approved by the reviewers and part of the recommendations for improvement is to increase the rate of disbursement to support research grants.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- Because it is a self-institutional benchmarking. The Deanship of Scientific Research is the sole internal funding body for research grants.

2. How was the benchmark calculated?
- The rate of disbursement on research grants was calculated during the three years through comparison with to the rate of disbursement on research and revival of the Islamic heritage grants before the establishment of the Deanship.

3. Name of the internal benchmark provider:
- Deanship of Scientific Research and Institute of Research and Revival of Islamic Heritage at Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Due to the availability of information and similarity of areas and programs where research grants are disbursed from the Deanship of Scientific Research at Umm Al-Qura University.

2. How was the benchmark calculated?
- Comparison of the financial support of both entities during the past years.

3. Name of the external benchmark provider:
- Deanship of Scientific Research at King Abdul Aziz University.

Additional Performance Indicators for Standard 10

API S10-s1

API: Number of academic institutes Institutional API Reference Number: S10-s1			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
6	Increasing	5	Increasing

Analysis			
Measurements of the indicator over years:			

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Number of academic institutes	3 institutes	5 institutes	6 institutes

Strengths:
- Paying attention to specialized institutes that serve the region and the labor market.
- The adoption of diplomas in institutes with clear and specific areas of learning.
- The increasing demand for institutes and providing various services to the community.

Recommendations for Improvement:
- Increasing the number of institutes and characterizing their courses according to the knowledge and skills building in the national qualifications framework.
- Concentrating the function of institutes in proportion to the qualifications required in the labor market.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmark of the university, and the value of benchmark is the best result achieved by the university for this indicator, which was in the 1438 AH academic year.

2. How was the benchmark calculated?
- It was calculated by tracking the history of the institutes and their courses, the specifications of their educational output as well as their academic reputation.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S10-s2

API: Number of applications to register patents			
Institutional API Reference Number: S10-s2			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
1150	Increasing	1150	Increasing

Analysis

Measurements of the indicator over years:

Years	2012	2013	2014	2015	2016	2017	2018
The number of applications for registration of patents in the year	76	172	273	607	22	0	0
Total number of patent applications for registration of patents all years	76	248	521	1128	1150	1150	1150

There has been a surge in the number of applications for patent registration over the last five years. It is observed that the largest number was in 2015. The number of applications for registration in that year was close to 50 % of the total number of applications for registration of patent. However, the applications for registration decreased significantly in 2016. Applications were not made during the last two years and details can be found in the annex (G.10.61).

Strengths:

- Number of patent applications is good.

Recommendations for Improvement:

- To give more encouragement to faculty members to apply for registration of patents with appropriate incentives.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?

- By calculating the number of patent registration applications submitted to the Intellectual Property Office of the University during all years.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

API S10-s3

API: Number of patents registered			
Institutional API Reference Number: S10-s3			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
70	Increasing	65	Increasing

Analysis

Measurements of the indicator over years:

Years	2013	2014	2015	2016	2017	2018
Number of patents registered during the year	3	7	16	23	16	5
Total number of patents for the university	3	10	26	49	65	70

There has been an increase in the number of patents registered during the previous five years, and the total number is improving each year, with the highest increase achieved in 2016, but the number declined during the following two years. Patent areas are as diverse as shown in Annex G.10.61.

Strengths:
- Continuous increase in patents registered for university employees.

Recommendations for Improvement:
- Assisting faculty members in registering their patents and increasing the effectiveness of pursuing patent applications.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the benchmark value is the best result achieved by the university so far for this indicator in the total number of patents registered during the years preceding the year of the benchmark measurement.

2. How was the benchmark calculated?
- By calculating the total number of patents registered during the years prior to the measurement year.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S10-s4

API: Research allocations for the National Plan for Science and Technology			
Institutional API Reference Number: S10-s4			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
177,000	Increasing	212,000,000	Increasing

Analysis

Measurements of the indicator over years:

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Research allocations for the National Plan for Science and Technology	180 million riyals	212 million riyals	177 thousand riyals

Strengths:

- The Science and Technology Unit is considered the fourth best unit at the level of Saudi universities for winning the continuous support and achievement of high degrees in the peer review of its research projects and the diversity of support according to the support tracks in the national plan.
- The existence of administrative and operational structure of the unit and organization of work to extract performance indicators through electronic systems.

Recommendations for Improvement:

- Due to the cessation of the support of the King Abdul Aziz City for Science and Technology for the national plan (Knowledge 2), it is noted that the support has decreased as it was limited to supporting graduate students in small projects in basic sciences. The chemistry specialty received the highest percentage of support during the last year.
- The recommendations for improvement include to pay attention to the field of science and technology in the internal support and the granting of special grants to serve this area until the return of external support so that the researchers do not lose the desire for prestigious research production.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?

- The annual support for research projects supported by the National Plan has been calculated in various tracks and as reflected in the annual reports.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

API S10-s5

API: Number of scientific chairs			
Institutional API Reference Number: S10-s5			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
5	Decreasing	7	Increasing

Analysis

Measurements of the indicator over years:

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Number of scientific chairs	7 scientific chairs	7 scientific chairs	5 scientific chairs

Strengths:
- The scientific chairs at Umm Al-Qura University are considered research chairs after the renewal of its regulation and the restructuring of the performance indicators of the chairs.
- The establishment of a research chair requires the presence of a researcher specialized in the field of the chair and who has an outstanding scientific achievement record in the specialization.
- Automating all procedures of research chairs.

Recommendations for Improvement:
- Restructuring the research chairs to become linked to the university's Vice Rector for Postgraduate Studies and Scientific Research because it is an almost administrative and material entity.
- Opening the portal for the application for new research chairs through the electronic portal for those who possess the qualities and then look for persons to support the chair.
- Paying attention to research cooperation between the research chairs existing in other Saudi universities or those serving similar fields.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?
- The number of research chairs at the university has been calculated and the status of the chairs has been monitored, such as those chairs whose support is completed or those that have been suspended due to the suspension of their activity.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S10-s6

API: Creation and support of research centers			
Institutional API Reference Number: S10-s6			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
9	Increasing	9	Increasing

Analysis			
Measurements of the indicator over years:			

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Creation and support of research centers	Technical Innovation Center with the support of SR 100 million	9 research centers	9 research centers

Strengths:
- Restructuring of the research centers.
- The existence of specialized support for research projects supported by the centers in three directions (projects serving the national needs - projects serving the university strategies - projects serving the emergency needs in the community).
- The existence of a new regulation for research centers and the method of their establishment.

Recommendations for Improvement:
- Establishment of a specialized department for the management of research centers.
- Paying attention to the establishment of specialized research centers, not centers that are subsidiary in their names to faculties and academic departments.
- The centers should pay attention to external agreements, cooperation and community service.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?
- Internally supported research centers were calculated and not centers of research excellence supported by the ministry for a specified period.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S10-s7

API: Establishment of technical companies			
Institutional API Reference Number: S10-s7			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
3	Increasing	2	Increasing

Analysis			
Measurements of the indicator over years:			

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Technical companies	Wadi Makkah Company with a capital of 100 million riyals	Wadi Makkah Company and a subsidiary company (Incubation and Business Acceleration Company)	Wadi Makkah Company and two subsidiary companies (Incubation and Business Acceleration Company and the Hills of Development Company)

Strengths:
- Wadi Makkah Company and its subsidiary companies are interested in increasing knowledge investment by opening an electronic portal to apply for the programs and services they provide.
- The company serves the various segments of the society starting with children and encouraging them to take care of the technical fields to the young people owners of start-up companies.
- Wadi Makkah Company has held several foreign agreements that provide support to young people and help to upgrade their skills such as Shell company.

Recommendations for Improvement:
- Paying attention to linking the outputs of academic research with marketable products through enlightenment and establishment of training courses and workshops.
- Utilizing the University's distinguished human resources to serve the leading investment sectors and provide consultancy in specialized fields.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?
- Reference was made to the reports of Wadi Makkah Company and its interest in the start-up companies and the presence of two subsidiaries of the company which are the Incubation and Business Acceleration Company and the Hills of Development Company which is interested in real estate.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S10-s8

	API: Success rate in obtaining research grants (Researcher (Bahith) - Promising (Wa'edah) – Pioneer (Ra'edah))		
	Institutional API Reference Number: S10-s8		

Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
20% Researcher (Bahith) 10% Pioneer (Ra'edah) 5% Promising (Wa'edah)	Increasing	15% Researcher (Bahith) 8% Pioneer (Ra'edah) 4% Promising (Wa'edah)	Increasing

Analysis

Measurements of the indicator over years:

	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Success rate in obtaining research grants (Researcher (Bahith) - Promising (Wa'edah) – Pioneer (Ra'edah))	Nothing	15% Researcher (Bahith) 8% Pioneer (Ra'edah) 4% Promising (Wa'edah)	20% Researcher (Bahith) 10% Pioneer (Ra'edah) 5% Promising (Wa'edah)

Strengths:
- The existence of an electronic system for managing research grants.
- Restriction of support to marketable research.
- Diversity of research grants by gender and the time degree was obtained.

Recommendations for Improvement:
- Increasing financial allocations to support internal research grants.
- Adding new regulations that support outstanding scientific publishing.
- The introduction of research awards that support the advancement of the outputs of scientific research.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?
- The percentage of support was compared to the number of applicants and the number of approved applications and the number of actually supported during the last two sessions and the work on the third session is in progress.

Research session	**Number of acceptances after peer reviewing**	**Number of supported applicants**
First session 1436 -1437 AH	134 research	47 research
Second session 1437 -1438 AH	100 research	28 research
Third session 1438 -1439 AH	Still under peer review	

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S10-s9

API: Number of training programs that develop the skills of faculty members in the field of academic research			
Institutional API Reference Number: S10-s9			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
10	Increasing	3	Increasing

Analysis

Measurements of the indicator over years:

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Number of training programs that develop the skills of faculty members in the field of academic research	Nothing	3 programs	10 programs

Strengths:

- The Deanship of Scientific Research received support from the National Vision Achievement Office for an initiative entitled "Developing Resources and Human Capabilities in Scientific Research" in 2017.
- The existence of competencies for training in the field of scientific research.
- The increase in the percentage of those registered in research engines after intensive training on registration.
- The existence of an electronic system for the management of training in scientific research on the electronic portal.

Recommendations for Improvement:

- Develop training in scientific research to include distance training.
- Attracting trainers from various scientific and research backgrounds to enrich training.
- Focus on hands-on training.
- Pay attention to the category of new researchers (who obtained doctorate degrees since two years ago).

Internal Benchmarking

1. Why this internal benchmark provider was chosen?

- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?

- We note the increase in more than half of the programs due to the availability of financial support and direction of the university to support the outputs of scientific research.

3. Name of the internal benchmark provider:

- Umm Al-Qura University (Self-benchmarking).

API S10-s10

API: Number of training programs that develop the skills of postgraduate students in the field of scientific research

Institutional API Reference Number: S10-s10

Actual Benchmark	Target Benchmark	Internal Benchmark	New Target Benchmark
3	Increasing	2	Increasing

Analysis

Measurements of the indicator over years:

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Number of quarterly training programs that develop the skills of postgraduate students in the field of scientific research	Nothing	2 programs	3 programs

Strengths:
- The existence of financial support for training through the initiative of the Deanship of Scientific Research.
- The existence of an electronic system in the Deanship of Scientific Research to manage training courses in scientific research.
- The existence of research grants dedicated to postgraduate students, which increases the desire for qualification and training in the field of scientific research.
- Holding training programs in partnership with the Deanship of Postgraduate Studies.
- Providing all support services including receipt and inquiry sheet in both Arabic and English for faculty members and postgraduate students.

Recommendations for Improvement:
- To increase opportunities for training support for postgraduate students externally.
- To promote the dissemination of the culture of excellent scientific publishing.
- To create research awards for postgraduate students.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?
- The training of female postgraduate students in the female students' section was started and it was successful and widely accepted. Therefore, the training was expanded to include the male and female students and the number of programs was increased according to the availability of the halls suitable for large numbers.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

API S10-s11

API: Number of funded books for faculty members (writing and translation) Institutional API Reference Number: S10-s11			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
7	Increasing	15	Increasing

Analysis

Measurements of the indicator over years:

Years	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016
Number of funded books for faculty members (writing and translation)	10 books for research chairs	15 books for research chairs	7 books for research chairs

Strengths:
- Publishing books and supporting them is part of the indicators of success of research chairs.
- The existence of a grant program entitled "Translator" to support the translation movement in all languages.

Recommendations for Improvement:
- Paying attention to the publication of books related to the field of research chairs.
- Utilization of books in increasing the financial allocations for research chairs.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the benchmark value the is the best result achieved by the university so far for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?
- It is observed that the number of research chairs is decreasing. The number of research chairs is decreasing until it became five research chairs only. With the change in the regulations of supporting research chairs, focusing on performance indicators related to scientific research and the lack of financial support, the number of researches supported for publication has also decreased, taking into account that approval for publication requires the endorsement of the Scientific Council upon the recommendation of the Deanship of Scientific Research.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

Standard 11: Relationships with the Community

Key Performance Indicators for Standard 11

KPI S11.1

KPI: Proportion of full-time teaching and other staff actively engaged in community service activities **NCAAA KPI Reference Number: S11.1** **Institutional KPI Reference Number: S11.1**					
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**External Benchmark**		**New Target Benchmark**
7.66%	7.50%	7.02%	Qassim University	34.00%	8.00%
			King Abdul Aziz University	3.70%	

Analysis				
Measurements of the indicator over years:				
Item	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Those who work in community service activities among faculty members and staff	359 + 17 = 376	488 + 17 = 505	530 + 22 = 552	562 + 37 = 599
Total number of faculty members and staff	3896+2716 =6612	5110+2703 =7813	5081+2787 =7868	5075+2740 =7815
Percentage of faculty members involved in community service activities	5.69%	6.46%	7.02%	7.66%

The results of measurement of the indicator over four years show that the percentage of those working in community service activities among full-time faculty and staff are increasing, but the real participation rate is even higher because those who participate in the work of Hajj seasonally or those operating below full-time or who are not under the academic departments are not counted among the indicator's data.

Despite the increase in the results of the indicator over that of the University of Qassim, the percentage is still much lower than the results of King Abdul Aziz's University. Therefore, faculty members should be encouraged to participate more in the community service by increasing the number of active contribution points for the purposes of scientific or administrative promotions and reducing the number of teaching hours against community service participation.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the value of benchmark is the best result achieved so far by the university for this indicator, which was during the 1436 -1437 AH academic year.

2. How was the benchmark calculated?
- The number of faculty members, the number of employees who worked in community service activities were calculated, and the result was divided by the total number of faculty members and university staff × 100 to calculate the percentage.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?

- Because they are two universities with academic accreditation, and their mission and field of work are consistent with that of Umm Al-Qura University's fields of work through educational and research activities and community service, as well as the possibility of having access to the required data.

2. How was the benchmark calculated?

- It was calculated through Qassim University and King Abdul Aziz University and the results were made available to Umm Al-Qura University, the same method that of Umm Al-Qura University was calculated.

3. Name of the external benchmark provider:

- Qassim University
- King Abdul Aziz University

KPI S11.2

KPI: Number of community education programs provided as a proportion of the number of departments

NCAAA KPI Reference Number: S11.2

Institutional KPI Reference Number: S11.2

Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark		New Target Benchmark
1.54	1.50	2.57	Qassim University	0.74	2.00
			King Abdul Aziz University	0.69	

Analysis

Measurements of the indicator over years:

Item	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017
Programs				90	65	293	176
Academic departments				114	114	114	114
Overall	0.39	0.25	1.11	0.78	0.57	2.57	1.54

Strengths:
- The indicator's data show a higher percentage than those of similar universities like the university of Qassim and King Abdul Aziz University by a large margin exceeding triple the value of the other universities, especially in 1436/1437 AH academic year.

Recommendations for Improvement:
- The number of community education programs should be increased and the high results achieved should be maintained by the university. The decline which happened last year should not re-occur.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the value of benchmark is the best result achieved so far by the university for this indicator, which was during the 1436- 1437 AH academic year.

2. How was the benchmark calculated?
- It was calculated by collecting the number of programs offered by academic departments and dividing it by the number of academic departments at the University.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).

External Benchmarking

1. Why this external benchmark provider was chosen?
- Because they are two universities with accreditation, and their mission and field of work correspond to the work areas of the University of Umm Al-Qura through (education, research and community service activities). There was also access to the required data.

2. How was the benchmark calculated?
- It was calculated through Qassim University and King Abdul Aziz University and the results were made available to Umm Al-Qura University, the same method that of Umm Al-Qura University was calculated.

3. Name of the external benchmark provider:
- Qassim University
- King Abdul Aziz University

Additional Performance Indicators for Standard 11

API S11-s1

API: Number of offices of expertise Institutional API Reference Number: S11-s1			
Actual Benchmark	**Target Benchmark**	**Internal Benchmark**	**New Target Benchmark**
190	Increasing	162	Increasing
Analysis			

Measurements of the indicator over years:

Years	1431-1432 2010-2011	1432-1433 2011-2012	1433-1434 2012-2013	1434-1435 2013-2014	1435-1436 2014-2015	1436-1437 2015-2016	1437-1438 2016-2017	1438-1439 2017-2018
Change in the number		+15	+4	+26	+5	+19	+20	+38
Number of think tanks (Offices of expertise)	73	88	92	118	123	142	162	190

Strengths:
- The data of the indicator shows the large surge in the number of university Offices of expertise over recent years, which has increased by a number exceeding 100% in the last five years.

Recommendations for Improvement:
- More offices of expertise to achieve maximum implementation of the University's policy and role in the service of the community.

Internal Benchmarking

1. Why this internal benchmark provider was chosen?
- This is because it is an internal institutional benchmarking of the university, and the value of benchmark is the best result achieved so far by the university for this indicator, which was during the 1438 AH academic year.

2. How was the benchmark calculated?
- It was calculated through the collection of the offices of expertise registered at the university through the Institute of Research and Consultancy Studies.

3. Name of the internal benchmark provider:
- Umm Al-Qura University (Self-benchmarking).