

Executive Master of Business Administration Program

College of Business

(1442 AH)

Key Performance Indicators Report

1441 – 1442 H.

Key Performance Indicators Data for Executive Master of Business Administration, Program male and female students, Year 1441-1442 H.

Code	Key Performance Indicators	Actual Benchmark 1441-1442			Target Benchmark	Internal Benchmark 1440-1441	New Benchmark	Target	External Benchmark University of Hail
		Male	Female	Overall					
KPI-PG-1	Percentage of achieved indicators of the program operational plan objective	81.25%	81.25%	81.25%	68%	66%	83%	57.14%	
KPI-PG-2	Students' Evaluation of quality of learning experience in the program	3.08	3.86	3.47	4.3	4.05	4.3	4.12	
KPI-PG-3	Students' evaluation of the quality of the courses.	4.01	3.74	3.88	4.3	4.15	4.3	4.5	
KPI-PG-4	Students' evaluation of the quality of scientific supervision	4.23	4.23	4.23	3	N/A	4.5	4	
KPI-PG-5	Average time for students' graduation	4.18	4	4.09	4	N/A	4	2 years (4 semesters)	
KPI-PG-6	Rate of students dropping out of the program	15%	0%	8%	5%	7%	5%	0%	
KPI-PG-7	Graduates' employability	6%	0%	3%	2%	N/A	4%	100%	
KPI-PG-8	Employers' evaluation of the program graduates 'competency	4.23	4.23	4.23	3	N/A	4.4	3.62	
KPI-PG-9	Students' satisfaction with the provided services	3.49	3.73	3.61	4.00	3.94	4	4.12	
KPI-PG-10	Ratio of students to faculty members	1:5	1:3	1:4	1:3	1:3	1:3	2:1	
KPI-PG-11	Percentage of faculty members' distribution based on academic ranking	Assist.P: 72% Assoc. P: 28% Prof.: 0%	Assist. P:82% Assoc. P:9% Prof.: 9 %	Assist. P:75% Assoc. P:21% Prof.: 4%	Assist. P:80% Assoc. P:16% Prof: 4%	Assist. P:75% Assoc. P:21% Prof.: 4%	Assist. P: 80% Assoc. P: 16% Prof: 4%	Assist. P: 29.17% Assoc. P: 70.83% Prof: 0%	

Code	Key Performance Indicators	Actual Benchmark 1441-1442			Target Benchmark	Internal Benchmark 1440-1441	New Target Benchmark	External Benchmark University of Hail
		Male	Female	Overall				
KPI-PG-12	Proportion of faculty members leaving the program	19%	0%	10%	5%	7%	5%	0%
KPI-PG-13	Satisfaction of beneficiaries with learning resources	4.11	4.22	4.17	4.00	3.93	4.3	(3.82
KPI-PG-14	Satisfaction of beneficiaries with research facilities and equipment	4.37	3.74	4.06	4.3	4.01	4.3	Not applicable
KPI-PG-15	Percentage of publications of faculty member	81 %	90%	86%	80%	75%	87%	62.5%
KPI-PG-16	Rate of published research per faculty member	1:1.81	1 : 2.7	1 : 2.26	1:2.25	1:2.21	1:2.28	2.79:1
KPI-PG-17	Citations rate in refereed journals per faculty member	1:0.75	1:0.36	1:0.56	1:0.55	1:0.54	1:0.60	5.20:1
KPI-PG-18	Percentage of students' publication	zero	zero	zero	10%	Not applicable	10%	0
		zero	zero	zero				0
KPI-PG-19	Number of patents, innovative products, and awards of excellence	zero	zero	zero	2	Not applicable	2	0
		zero	zero	zero				0

**Key Performance Indicators Data KPI for Executive Master of Business Administration,
College of Business in main campus, Year 1441-1442 H.**

Code	Key Performance Indicators	Male	Female	KPI for Executive Master of Business Administration
KPI-PG-1	Percentage of achieved indicators of the program operational plan objective	81.25%	81.25%	81.25%
KPI-PG-2	Students' Evaluation of quality of learning experience in the program	3.08	3.86	3.47
KPI-PG-3	Students' evaluation of the quality of the courses.	4.01	3.74	3.88
KPI-PG-4	Students' evaluation of the quality of scientific supervision	4.23	4.23	4.23
KPI-PG-5	Average time for students' graduation	4.18	4	4.09
KPI-PG-6	Rate of students dropping out of the program	15%	0%	8%
KPI-PG-7	Graduates' employability	6%	0%	3%
KPI-PG-8	Employers' evaluation of the program graduates' competency	4.23	4.23	4.23
KPI-PG-9	Students' satisfaction with the provided services	3.49	3.73	3.61
KPI-PG-10	Ratio of students to faculty members	1:5	1:3	1:4
KPI-PG-11	Percentage of faculty members' distribution based on academic ranking	Assist.P: 72% Assoc. P: 28% Prof.: 0%	Assist. P:82% Assoc. P:9% Prof.: 9 %	Assist. P:75% Assoc. P:21% Prof.: 4%
KPI-PG-12	Proportion of faculty members leaving the program	19%	0%	10%
KPI-PG-13	Satisfaction of beneficiaries with learning resources	4.11	4.22	4.17
KPI-PG-14	Satisfaction of beneficiaries with research facilities and equipment	4.37	3.74	4.06
KPI-PG-15	Percentage of publications of faculty member	81 %	90%	86%
KPI-PG-16	Rate of published research per faculty member	1:1.81	1 : 2.7	1 : 2.26

Code	Key Performance Indicators	Male	Female	KPI for Executive Master of Business Administration
KPI-PG-17	Citations rate in refereed journals per faculty member	1:0.75	1:0.36	1:0.56
KPI-PG-18	Percentage of students' publication	zero	zero	zero
		zero	zero	zero
KPI-PG-19	Number of patents, innovative products, and awards of excellence	zero	zero	zero
		zero	zero	zero

Standard 1: Mission and Goals

Table1: KPI-PG-01: Percentage of achieved indicators of the program operational plan objectives.

NCAAA KPI Reference Number: KPI-PG- KPI-I- 01: Percentage of achieved indicators of the program operational plan objectives							
Jouf University KPI Reference Number: KPI-PG-01							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	81.25%	81.25%	81.25%	68%	66%	57.14%	83%

KPI Analysis of Percentage of achieved indicators of the Executive Master of Business Administration program operational plan objectives

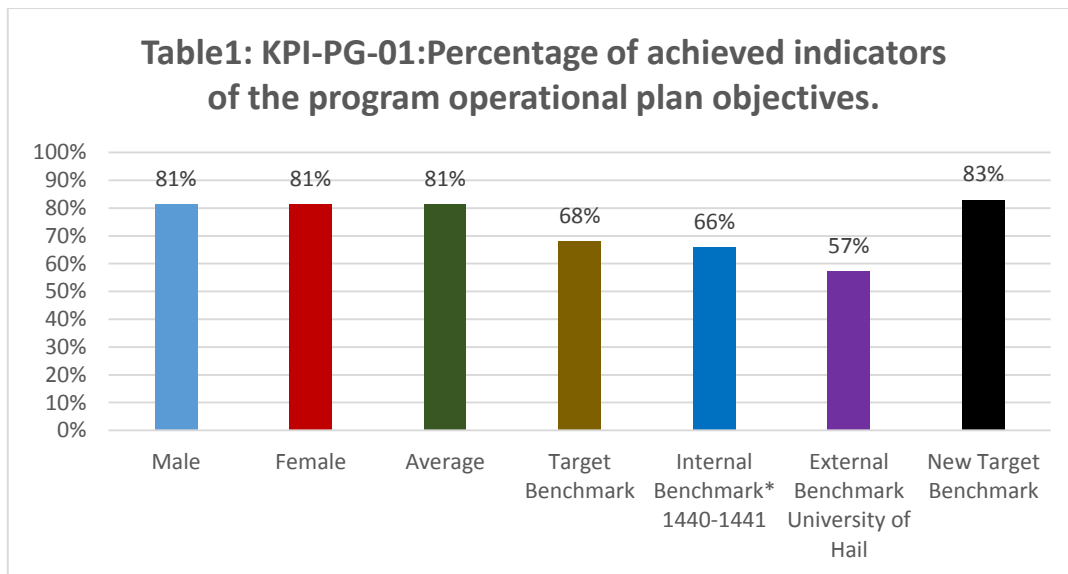


Figure 1: Percentage of achieved indicators of the Executive Master of Business Administration program operational plan objectives

The results show that:

- There is no difference between the male and female sections
- The program achieved the Target Benchmark
- The indicator increased from 66% a year (40\41) to 81.25% a year (41\42)
- The external scale was implemented, and the comparisons showed actual reference results more than University of Hail (57.14%)

The previous result is due to the following reasons:

- Continuous evaluation of the business, identifying strengths and weaknesses, preparing
 - the necessary improvement plans and following up on their implementation
- Add some additional indicators to the program

Strengths:

- There is a committee specialized in the operational plan to follow up its implementation and measure its indicators
- Preparing periodic follow-up reports for the implementation

Weaknesses:

Lack of sufficient awareness by all faculty members of the importance of implementing and achieving the operational plan

Improvement recommendations:

Conducting more seminars and meetings to discuss the objectives and activities of the Operational plan at the faculty level

* Explain:

1. Why this internal benchmark provider was chosen?

The Committee of the Strategic Plan in the Executive Master of Business Administration program was chosen because it is the responsible body at the program

2. How was the benchmark calculated?

Percentage of performance indicators of the operational plan objectives of the program that achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year.

3. Name of the internal benchmark provider.

The Committee of the Strategic Plan provides the Executive Master of Business Administration program the KPI

* Explain*

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf University in governance, infrastructure and budgetary systems.
- The Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Percentage of performance indicators of the operational plan objectives of the program that achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Standard 3: Teaching and Learning

Table2: KPI-PG-02 Students' evaluation of quality of learning experience in the program.

NCAAA KPI Reference Number: KPI-PG- KPI-I- 02: Students' evaluation of quality of learning experience in the program							
Jouf University KPI Reference Number: KPI-PG-02							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	3.08	3.86	3.47	4.3	4.05	4.12	4.3

KPI Analysis of Students' evaluation of learning experience in the program

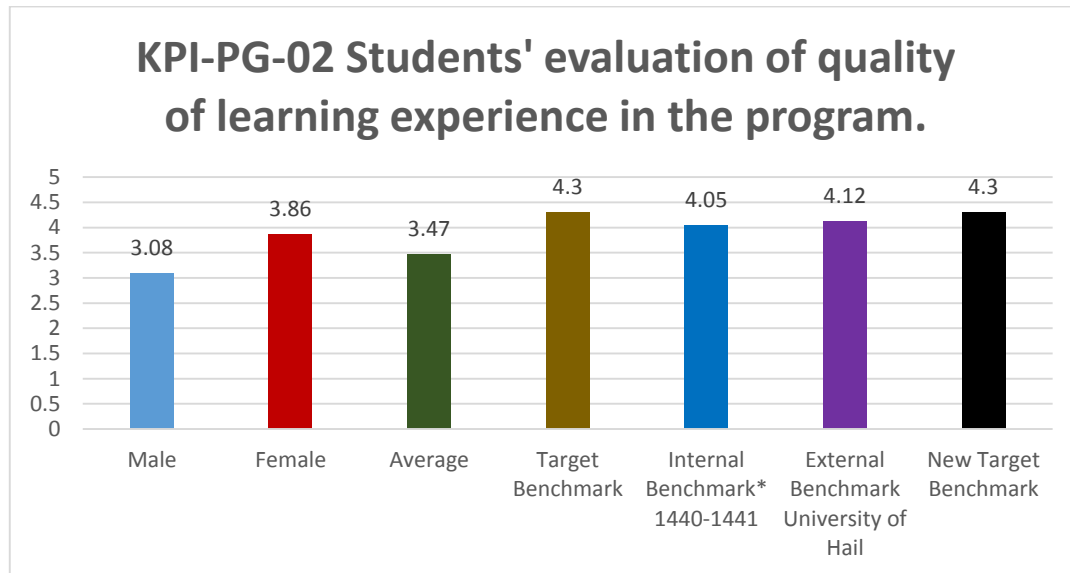


Figure 2: The Students' evaluation of quality of learning experience in the Executive Master of Business Administration program.(male , female)

The results show that:

- above shows that the Students' evaluation of quality of learning experience in the Executive Master of Business Administration program is (3.47).
- The program did not achieve the Target Benchmark
- The female section achieved a higher rate than the male section
- The indicator decreased from 4.05 a year (40\41) to 3.47 a year (41\42)
- The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (4.12)

The previous result is due to the following reasons:

- The emergence of some problems related to on -line education, and the poor achievement of students, especially for applied courses
- The program continuously improves all aspects of the quality learning experience for the students.

Strengths:

Surveys are conducted regularly of quality of learning experience in the program from final year students' perspective.

Weaknesses:

Lack of students' awareness of the importance of continuous communication with academic advising

Improvement recommendations:

- Developed the improvement plan for all aspects of student learning experiences in the program. Key performance indicator must be made known to all stakeholders

*** Explain:**

1. Why this internal benchmark provider was chosen?

The Committee of the Teaching and Learning in the Executive Master of Business Administration program was chosen because it is the responsible body at the program quality of learning experience.

2. How was the benchmark calculated?

Average of overall rating of final year students for the quality of learning experience in the Executive Master of Business Administration program on a five-point scale in an annual survey.

3. Name of the internal benchmark provider.

The KPI is provided by the Committee of the Teaching and Learning in the Executive Master of Business Administration program

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf University in governance, infrastructure and budgetary systems.
- The Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Average of overall rating of final year students for the quality of learning experience in the Business Administration program on a five-point scale in an annual survey

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table3: KPI-PG-03 Students' evaluation of the quality of the courses.

NCAAA KPI Reference Number: KPI-PG- 03: Students' evaluation of the quality of the courses							
Jouf University KPI Reference Number: KPI-PG-03							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	4.01	3.74	3.88	4.3	4.15	4.5	4.3

KPI Analysis of Students' evaluation of the quality of the courses in the Executive Master of Business Administration program

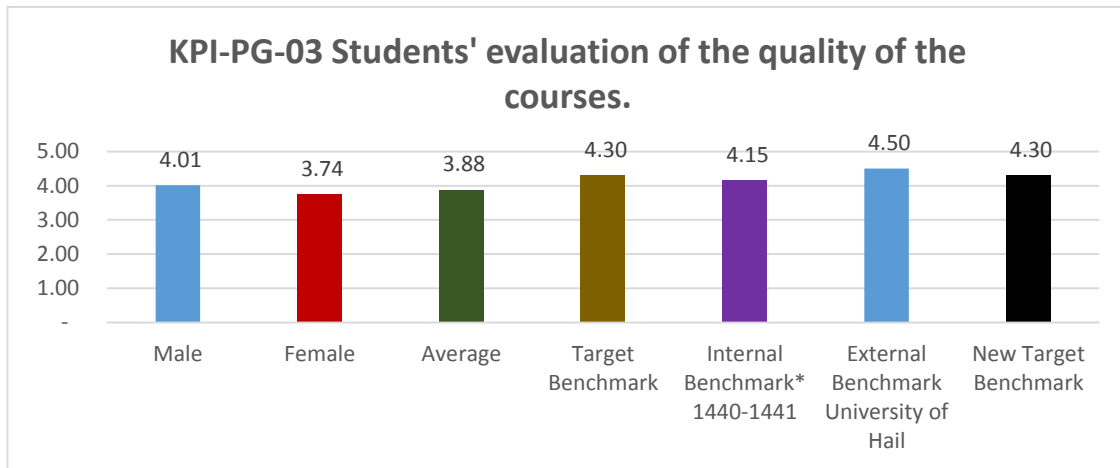


Figure3: The Students' evaluation of the quality of the courses in the Executive Master of Business Administration program.(male , female)

The results show that

- Above shows that the Students' evaluation of quality of the courses in the Executive Master of Business Administration program is **(3.88)**.
- The program did not achieve the Target Benchmark
- The indicator decreased from 4.15 a year (40\41) to 3.81 a year (41\42).
- The male section achieved a higher rate than the female section
- The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (4.5)

The previous result is due to the following reasons:

- The emergence of some problems related to on -line education, and the poor achievement of students, especially for applied courses

Strengths:

Assessment methods are comprehensive and cover the intended learning outcomes of the training course (CLO).

- Course topics and references are continuously updated

Weaknesses:

- Lack of students' awareness of the importance of continuous communication with academic advising
- Lack of student interest in continuous communication with course professors through office hours and others

improvement recommendations:

- Utilizing students' opinions in making decisions about the educational process and educational effectiveness

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Students' evaluation of the quality of the courses in the Executive Master of Business Administration program on a five-point scale in an annual survey.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf University in governance, infrastructure and budgetary systems.
- The Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Students' evaluation of the quality of the courses in the Executive Master of Business Administration program on a five-point scale in an annual survey.

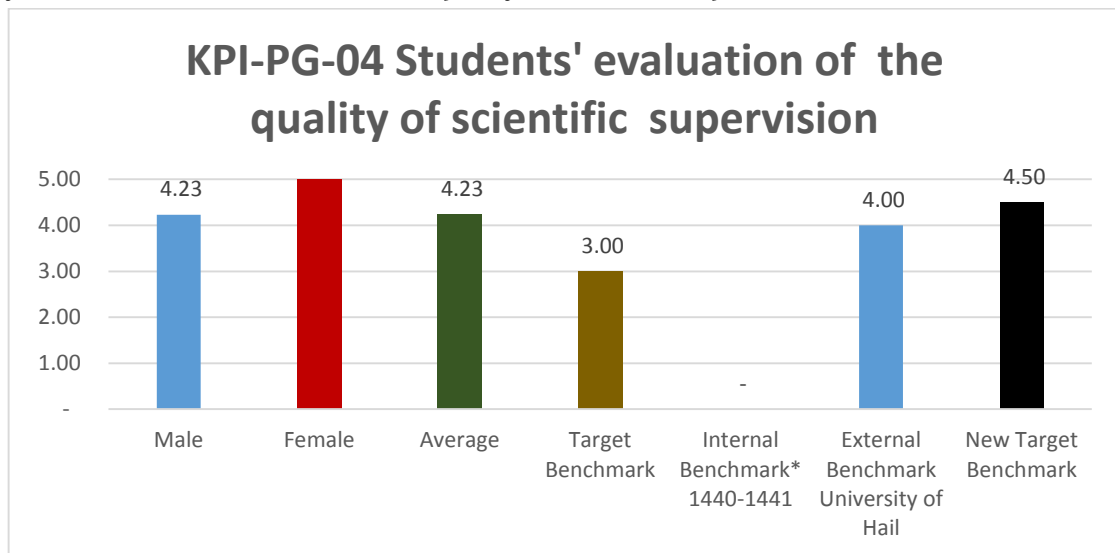
3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table3: KPI-PG-04 Students' evaluation of the quality of scientific supervision.

NCAAA KPI Reference Number: KPI-PG- 03: Students' evaluation of the quality of the courses							
Jouf University KPI Reference Number: KPI-PG-03							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	4.23	4.23	4.23	3	-	4	4.50

KPI Analysis of Students' evaluation of the quality of scientific supervision



KPI-PG-04 Students' evaluation of the quality of scientific supervision in the Executive Master of Business Administration program. (male , female)

The results show that

- above shows that the students' evaluation of scientific supervision in the Executive Master of Business Administration program is (4.23).
- The program achieve the Target Benchmark
- The indicator increased from 0 a year (40\41) to 4.23 a year (41\42).
- The male& female section achieved a higher rate than the year 40/41.
- The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (4)

The previous result is due to the following reasons:

- The emergence of some problems related to on -line education, and the poor achievement of students, especially for meeting with supervisor.

Strengths:

Assessment methods are comprehensive and cover the intended learning outcomes of the research course (CLO).

- Course topics and references are continuously updated

Weaknesses:

- Lack of students' awareness of the importance of continuous communication with academic advising
- Lack of student interest in continuous communication with course professors through office hours and others

improvement recommendations:

- Utilizing students' opinions in making decisions about the educational process and educational effectiveness

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Average students overall rating for the scientific supervision on a five-point scale in an annual survey.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Average students overall rating for the scientific supervision on a five-point scale in an annual survey.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 5: KPI-PG-05 Average time for students' graduation.

NCAAA KPI Reference Number: KPI-PG-05: Average time for students' graduation							
Jouf University KPI Reference Number: KPI-PG-05							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	4.18	4	4.09	4	Not applicable	4	4

✚ KPI Analysis of the Average time for students' graduation.

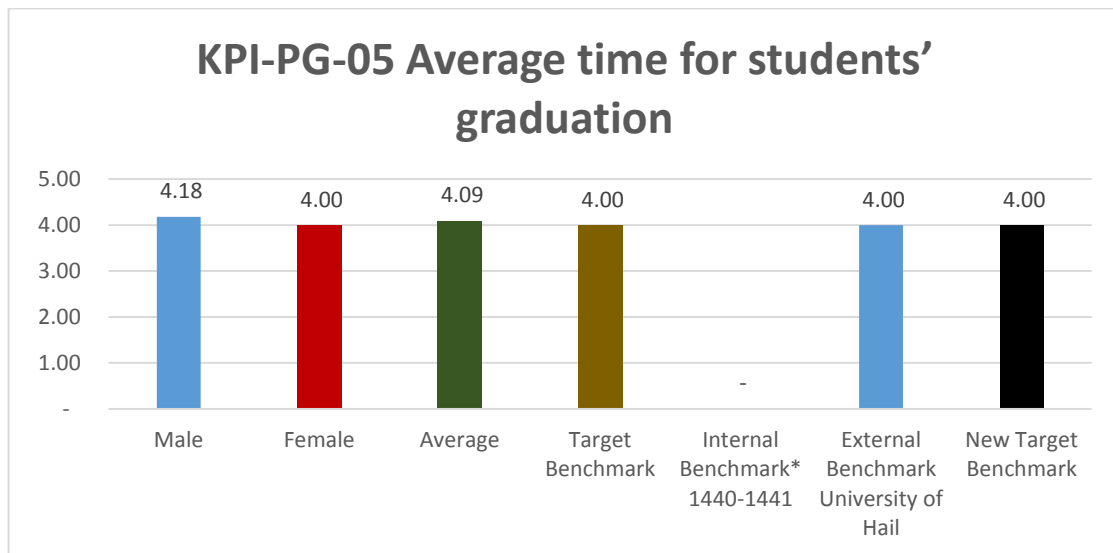


Figure 5: The Students' evaluation of the Average time for students' graduation in the Executive Master of Business Administration program. (male , female)

The results show that

- above shows that the students' evaluation of **Students' evaluation of the Average time for students' graduation** in the Executive Master of Business Administration program is **(4.09)**.
- The program did not achieve the Target Benchmark
- the indicator was not applicable a year (40 \41) but it achieved (4.09) a year (41\42).
- The female section achieved a higher rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results more than University of Hail (2)

The previous result is due to the following reasons:

- Academic advising helps with student retention beyond the first year. By tracking the problems faced by students and working to solve them on an ongoing basis

Strengths:

- The effectiveness of academic advising is measured regularly

Weaknesses:

- Students hesitate to visit for academic advising and discussion with course instructors for the follow ups.
- The presence of a group of social and psychological pressures that affect the students' path

improvement recommendations:

- prepare a study by academic guidance to identify the causes and develop appropriate solutions

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

the Average time for students' graduation

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

the Average time for students' graduation

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 6: KPI-PG-06 Rate of students dropping out of the program

NCAAA KPI Reference Number: KPI-PG- 06: Rate of students dropping out of the program.							
Jouf University KPI Reference Number: KPI-PG-06							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	15%	0%	8%	5%	7%	0%	5%

KPI Analysis of the Rate of students dropping out of the program.

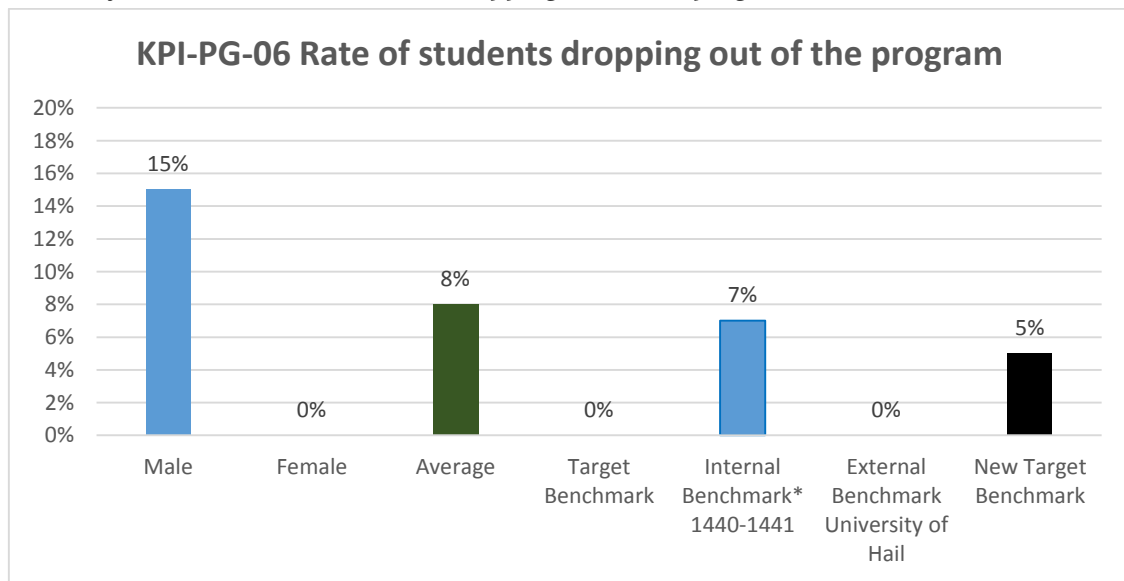


Figure 6: Rate of students dropping out of the

The results show that

- above shows that the **Rate of students dropping out of the program** in the Executive Master of Business Administration program is (8%).
- The program did not achieve the Target Benchmark
- The indicator increased from 7% a year (40\41) to 8% a year (41\42).
 - The female section achieved a higher rate than the male section
 - The external scale was implemented, and the comparisons showed actual reference results more than University of Hail (0%)

The previous result is due to the following reasons:

- The inability of some students to balance work and study, especially in the student section

Strengths:

- The effectiveness of academic advising is measured regularly

Weaknesses:

- Students hesitate to visit for academic advising and discussion with course instructors for the follow ups.

- The presence of a group of social and psychological pressures that affect the students' path

improvement recommendations:

- prepare a study by academic guidance to identify the causes and develop appropriate solutions

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

the Rate of students dropping out of the program

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

the Rate of students dropping out of the program

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 7: KPI-PG-07 Graduates' employability

NCAAA KPI Reference Number: KPI-PG- 07: Graduates' employability.							
Jouf University KPI Reference Number: KPI-PG-07							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	6%	0%	3%	2%	Not applicable	100%	4%

KPI Analysis of the Graduates' employability.

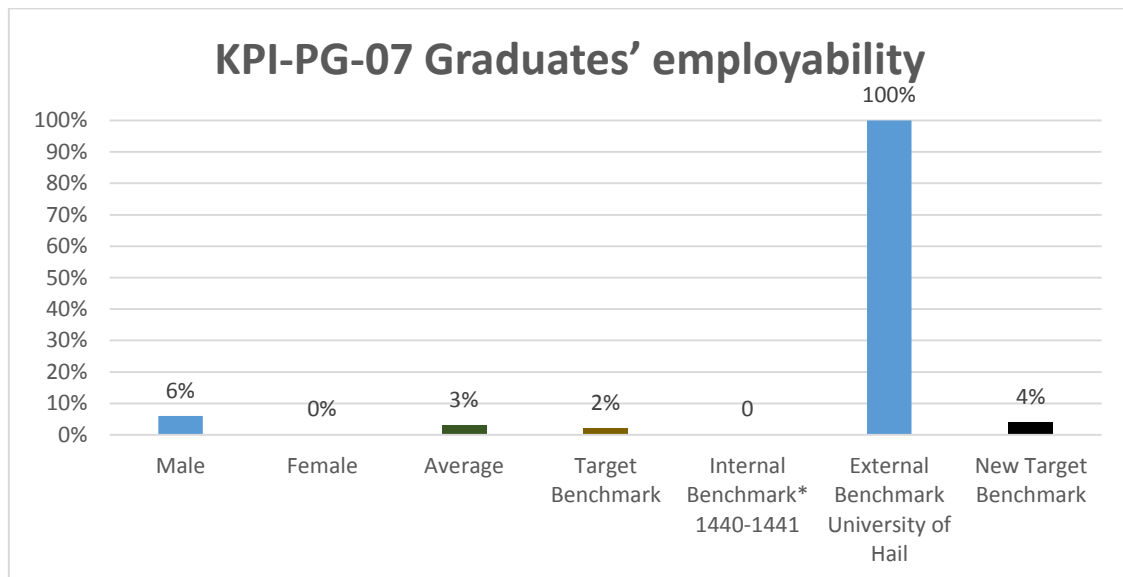


Figure 7: Graduates' employability

The results show that

- above shows that the **Graduates' employability** in the Executive Master of Business Administration program is (3%).
- The program achieved the Target Benchmark
- the indicator was not applicable a year (40 \41) but it achieved (3%) a year (41\42).
- The female section achieved a lower rate than the male section
 - The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (100%)

The previous result is due to the following reasons:

- Correlation of the courses with the requirements of the job market

Strengths:

- The continuous increase in the number of graduates who have been employed

Weaknesses:

- Lack of data on alumni due to the graduates' weak interest in communicating with the alumni unit

improvement recommendations:

Increase communication with employers, with continuous development of programs to be in line with the requirements of the labor market

* Explain:

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

the Graduates' employability

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program

* Explain*

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

the Graduates' employability

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 8: KPI-PG-08 Employers' evaluation of the program graduates 'competency

NCAAA KPI Reference Number: KPI-PG- 08: Employers' evaluation of the program graduates 'competency.							
Jouf University KPI Reference Number: KPI-PG-08							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	4.23	4.23	4.23	3	Not applicable	3.62	4.4

KPI Analysis of the Employers' evaluation of the program graduates 'competency.

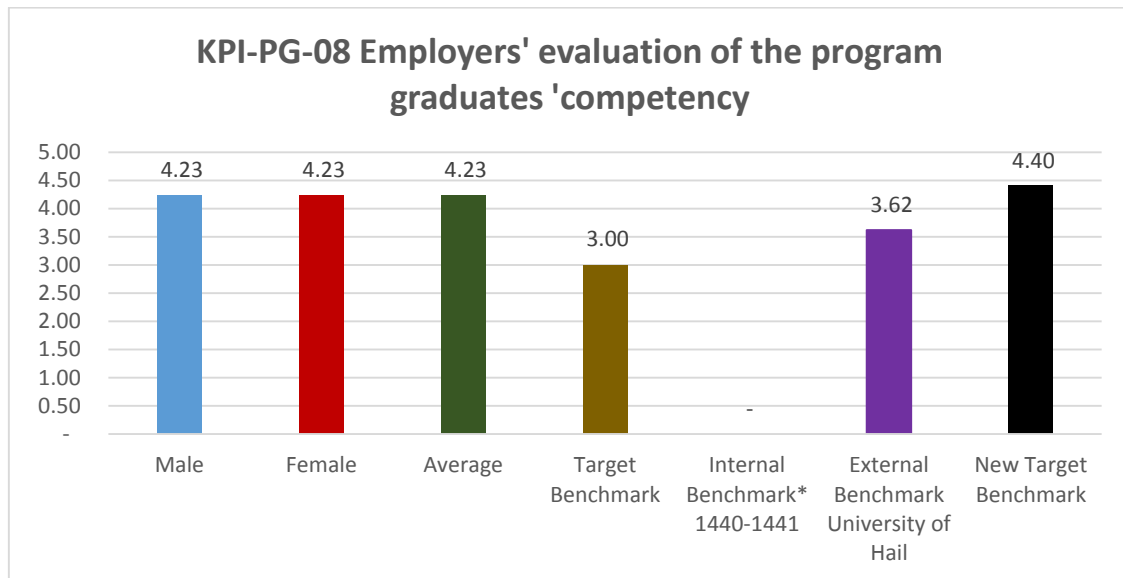


Figure 8: the Employers' evaluation of the program graduates 'competency

The results show that

- above shows that the **Employers' evaluation of the program graduates 'competency** in the Executive Master of Business Administration program is **(4.23)**.
- The program achieved the Target Benchmark
- the indicator was not applicable a year (40 \41) but it achieved (4.23) a year (41\42).
- There is no difference between the male and female sections
- The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (3.62)

The previous result is due to the following reasons:

- Employers have reported that students of the program demonstrate a high level of competence in terms of Professional knowledge and skills in their respective functional area.
- Students have the foundation to learn theories and concepts in their respective fields.

- Students demonstrate excellent technical skills to perform the job.

Strengths:

- Increased interest in involving employers in various committees

Weaknesses:

- Decrease in the number of respondents from employers in the survey

improvement recommendations:

- Activating communication with the labor market and studying its requirements

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

the Employers' evaluation of the program graduates 'competency on a five-point scale in an annual survey.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

the Employers' evaluation of the program graduates 'competency on a five-point scale in an annual survey.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Standard 4: STUDENTS

Table 9: KPI-PG-09 Students' satisfaction with the provided services.

NCAAA KPI Reference Number: KPI-PG- 09: Students' satisfaction with the provided services.							
Jouf University KPI Reference Number: KPI-PG-09							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	3.49	3.73	3.61	4	3.94	4.12	4

KPI Analysis of the Students' satisfaction with the provided services

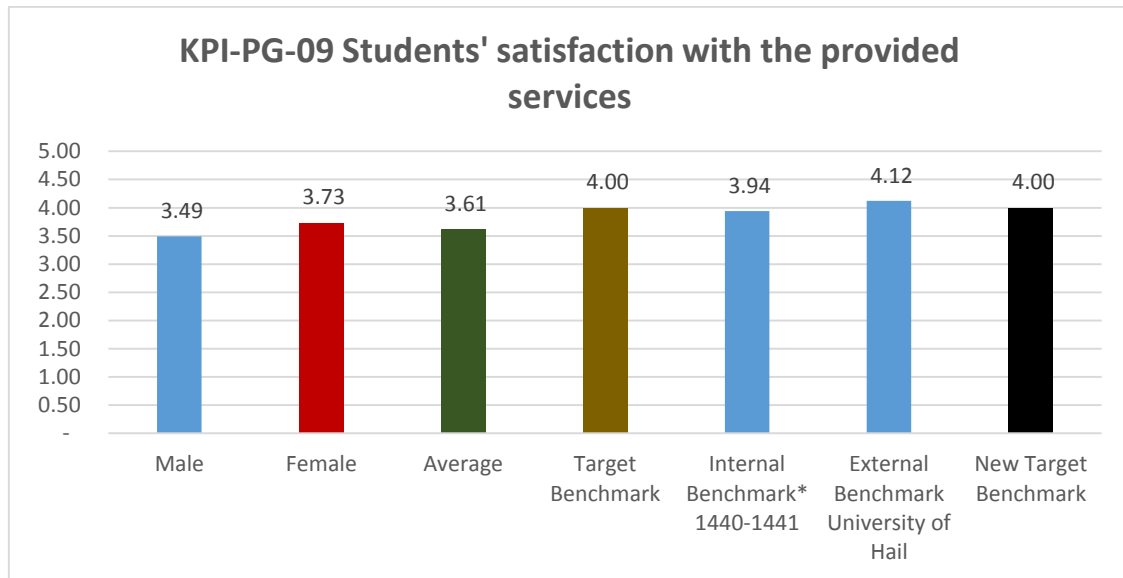


Figure 9: Students' satisfaction with the provided services in the Executive Master of Business Administration program, (male, female)

The results show that

- above shows that the students' evaluation of **Students' satisfaction with the provided services** in the Executive Master of Business Administration program is **(3.61)**.
- The program did not achieve the Target Benchmark
- The indicator decreased from (3.94) a year (40\41) to (3.61) a year (41\42).
- The female section achieved a higher rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (4.12)

The previous result returns to:

- The Program is lacking in certain aspects that needs attention as it can add value for the students, Especially in light of the Corona pandemic and the difficulties associated with it
- Increased interest in the services provided to students

Strengths:

- Student satisfaction with the services provided by the program is measured Periodically

Weaknesses:

- Low student satisfaction with the possibility of participating in sports activities, their lack of diversity, and the inappropriate timing and advertising of them

improvement recommendations:

- Preparing a study to determine the most important deficiencies in the services provided to students

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Average of students' satisfaction rate with the various services offered by the program (restaurants, transportation, sports facilities, academic advising, ...) on a five-point scale in an annual survey.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Average of students' satisfaction rate with the various services offered by the program (restaurants, transportation, sports facilities, academic advising, ...) on a five-point scale in an annual survey.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Standard 5: FACULTY MEMBER

Table 10: KPI-PG-10 Ratio of students to faculty members.

NCAA KPI Reference Number: KPI-PG- 10: Ratio of students to faculty members.							
Jouf University KPI Reference Number: KPI-PG-10							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	1:5	1:3	1:4	1:3	1:3	2:1	1:3

KPI Analysis of the Ratio of students to faculty members

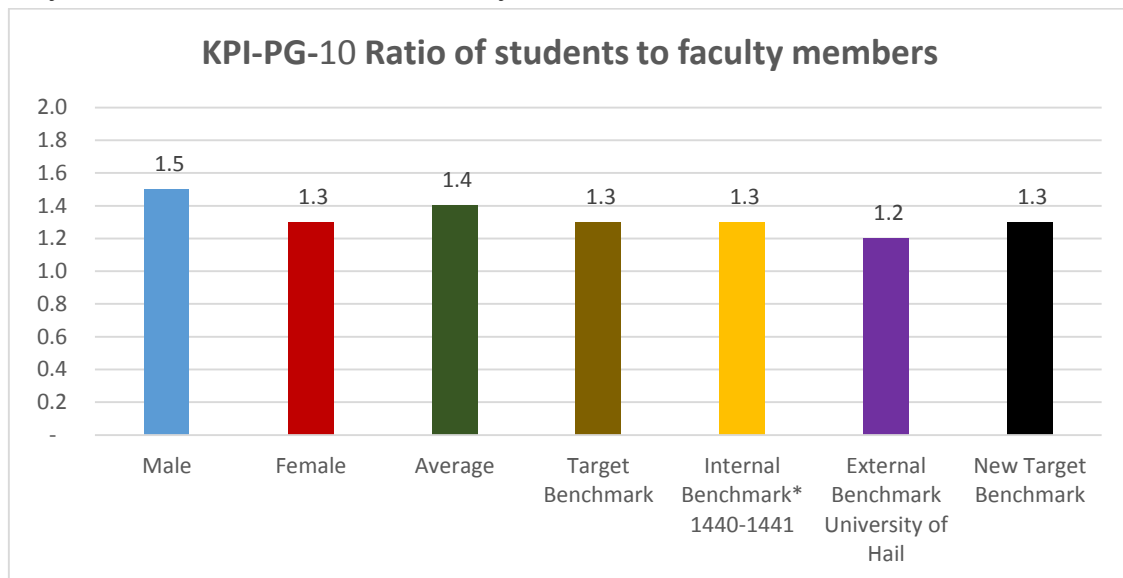


Figure 10: Ratio of students to faculty members in the Executive Master of Business Administration program, (male, female)

The results show that

- above shows that the students' evaluation of **Ratio of students to faculty members** in the Executive Master of Business Administration program is **(1:3)**.
- The program did not achieve the Target Benchmark
- the indicator increased from 1:3 a year (40 \41) to 1:4 a year (41\42)
 - The female section achieved a higher rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results more than University of Hail (2:1)

The previous result returns to:

- High rates of increase in the number of students enrolled in the program, especially in the female section, despite the fact that the number of faculty members is fixed

Strengths:

- Increasing the number of students enrolled in the program

Weaknesses:

- The stability of the number of faculty members despite the increase in the number of students enrolled in the program.

improvement recommendations:

- Continuation increasing the teaching member

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of the Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Ratio of the total number of students to the total number of full-time and fulltime equivalent teaching staff in the program.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Ratio of the total number of students to the total number of full-time and fulltime equivalent teaching staff in the program.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 11: KPI-PG-11 Percentage of faculty members' distribution based on academic ranking.

NCAAA KPI Reference Number: KPI-PG- 11: Percentage of faculty members' distribution based on academic ranking.							
Jouf University KPI Reference Number: KPI-PG-11							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	Assist.P: 72% Assoc. P: 28% Prof.: 0%	Assist. P:82% Assoc. P:9% Prof.: 9 %	Assist. P:75% Assoc. P:21% Prof.: 4%	Assist: 80% Assoc: 16% Prof: 4%	Assist. P: 75% Assoc. P: 21% Prof.: 4%	Assist. P: 70.83% Assoc. P: 29.17% Prof.: 0%	Assist: 80% Assoc: 16% Prof: 4%

✚ KPI Analysis of the Percentage of faculty members' distribution based on academic ranking.

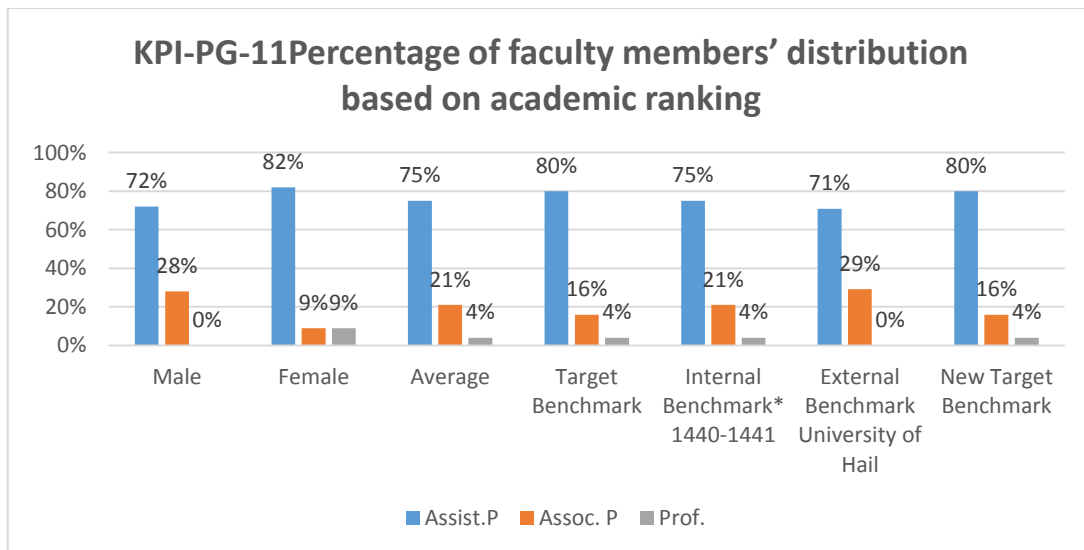


Figure 11: Percentage of faculty members' distribution based on academic ranking in the Executive Master of Business Administration program, (male, female)

The results show that

- above shows that of **Percentage of faculty members' distribution based on academic ranking** in the Executive Master of Business Administration program is **Assist. P: 75% Assoc. P: 21% Prof.: 4%**

- The program has achieved the Target Benchmark

- Professor: the indicator did not change from 4% a year (40 \41) to a year (41\42)
- A. Professor: the indicator did not change from 21% a year (40 \41) to a year (41\42)
- Ass. Professor: the indicator did not change from 75% a year (40 \41) to a year (41\42)
- The external scale was implemented, and the comparisons showed actual reference results more than University of Hail

The previous result is due to the following reasons:

- Encouraging faculty members for scientific research, Although Increasing the administrative burden assigned to faculty member

Strengths:

- the percentage of the rank of professor and associate professor increase Compared to last year

Weakness:

- Increasing the administrative burden assigned to faculty members

improvement recommendations:

- Continuation increases the teaching member in female section(Ass. Professor and A. Professor

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Percentage of faculty members' distribution based on academic ranking in the program.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Percentage of faculty members' distribution based on academic ranking in the program.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 12: KPI-PG-12 Proportion of faculty members leaving the program.

NCAAA KPI Reference Number: KPI-PG- 12: Proportion of faculty members leaving the program.							
Jouf University KPI Reference Number: KPI-PG-12							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	19%	0%	10%	5%	7%	0%	5%



KPI Analysis of the Proportion of faculty members leaving the program

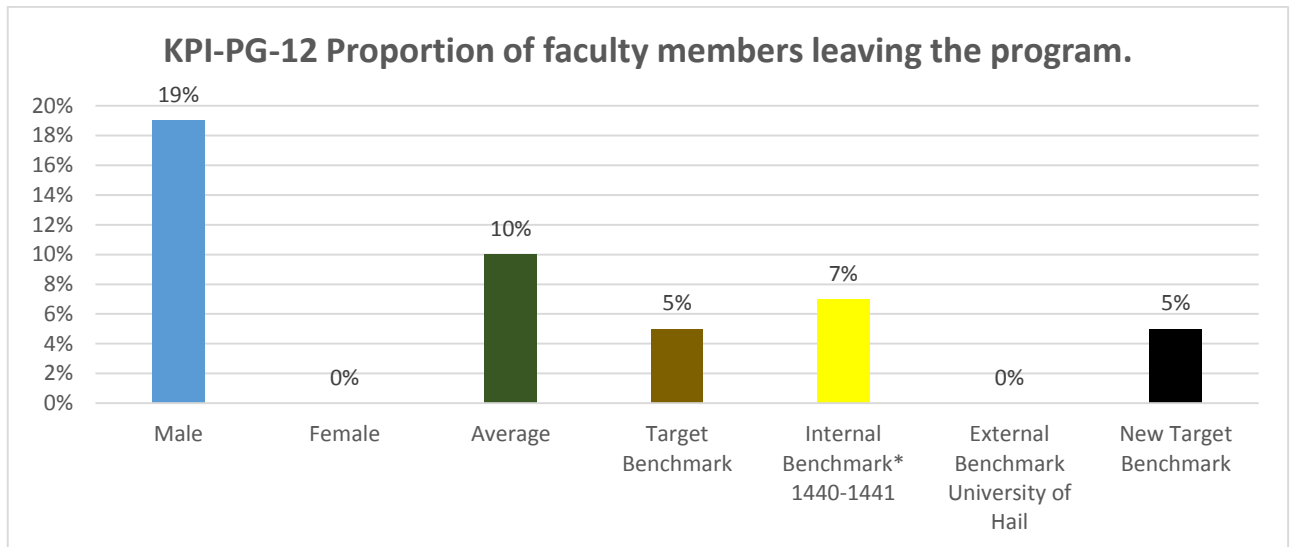


Figure 12: Proportion of faculty members leaving the program in the Executive Master of Business Administration program, (male , female)

The results show that

- above shows that the **Proportion of faculty members leaving the program** in the Executive Master of Business Administration program is **(10%)**.
- The program did not achieve the Target Benchmark
- the indicator decreased from 7% a year (40 \41) to 10% a year (41\42)
 - The female section achieved a lower rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results more than University of Hail (0%)

The previous result returns to:

- Qualifications and experience appropriate to the requirements of the program.

- The work environment is suitable for colleges which leads to a high retention rate.

Strengths:

- A study was prepared to attract faculty members

Weaknesses:

- An increase in the percentage of teaching staff leaving the program compared to last year

improvement recommendations:

Measuring the satisfaction of faculty members Periodically

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare in the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Proportion of teaching staff leaving the program annually for reasons other than age retirement to the total number of teaching staff.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Proportion of teaching staff leaving the program annually for reasons other than age retirement to the total number of teaching staff.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Standard 6: Learning Resources, Facilities, and Equipment

Table 13: KPI-PG- 13 Satisfaction of beneficiaries with learning resources.

NCAAA KPI Reference Number: KPI-PG- 13: 13 Satisfaction of beneficiaries with learning resources.								
Jouf University KPI Reference Number: KPI-PG-13								
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark	
Level	Male	Female	Average					
The program	4.11	4.22	4.17	4	3.93	3.82	4.3	



KPI Analysis of the Satisfaction of beneficiaries with learning resources

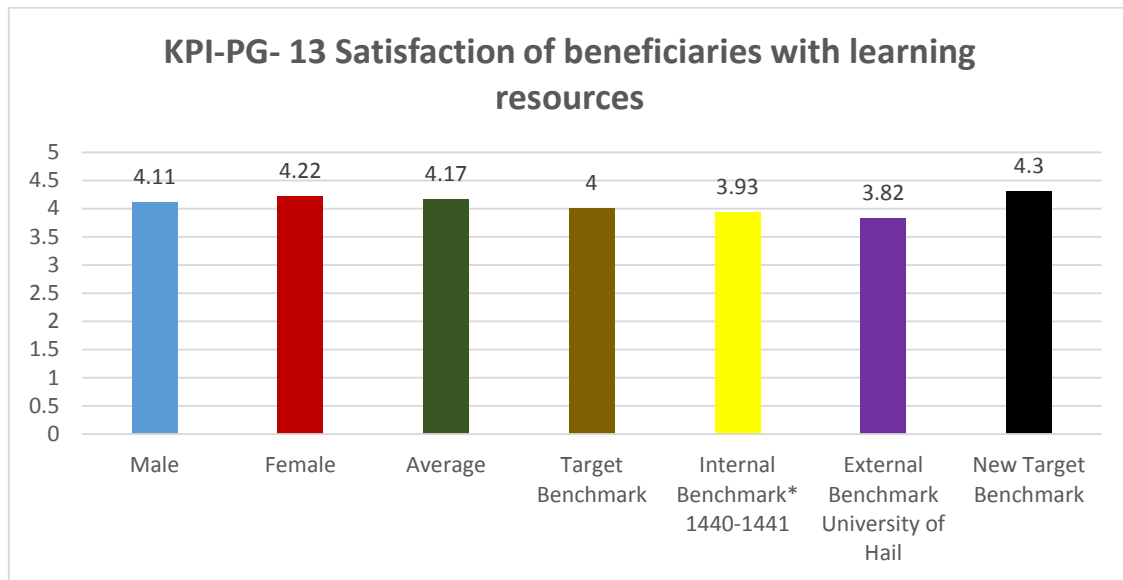


Figure 13: Satisfaction of beneficiaries with learning resources in the Executive Master of Business Administration program,.(male , female)

The results show that

- above shows that the **Satisfaction of beneficiaries with learning resources** in the Executive Master of Business Administration program is **(4.17)**.
- The program achieved the Target Benchmark
 - the indicator increased from 3.93 a year (40 \41) to 4.17 a year (41\42)
 - The female section achieved a higher rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results more than University of Hail (3.82)

The previous result is due to the following reasons:

- Students and faculty do not make good use of these resources that are available to them.
- There are good online services available at the college that meets the need of students.

Strengths:

- Stakeholder interest in the development of the library and the media center

- E-learning services are well available

Weaknesses:

- Lack of sufficient awareness of the use of different learning resources improvement

recommendations:

- increase the number of books and references Update books and references
- Conduct periodic questionnaires to identify needs More workshops on how to use the digital library

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Average of beneficiaries' satisfaction rate with the adequacy and diversity of learning resources (references, journals, databases... etc.) on a five-point scale in an annual survey.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Average of beneficiaries' satisfaction rate with the adequacy and diversity of learning resources (references, journals, databases... etc.) on a five-point scale in an annual survey.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 14: KPI-PG- 14 Satisfaction of beneficiaries with research facilities and equipment.

NCAAA KPI Reference Number: KPI-PG- 14: Satisfaction of beneficiaries with research facilities and equipment..							
Jouf University KPI Reference Number: KPI-PG-14							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	4.37	3.74	4.06	4.3	4.01	Not applicable	4.3



KPI Analysis of the Satisfaction of beneficiaries with research facilities and equipment

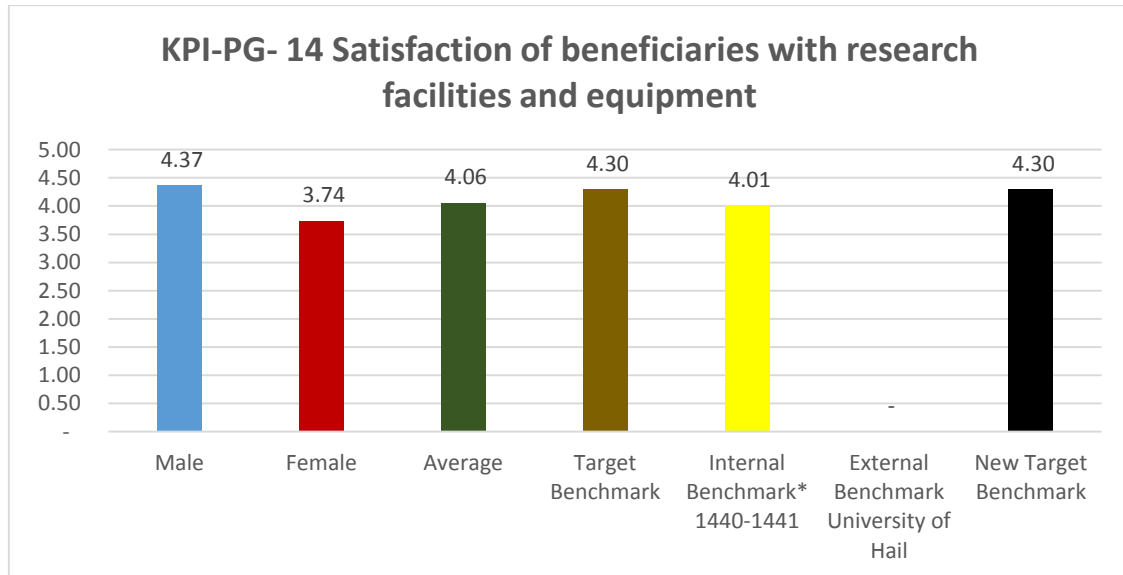


Figure 14: Satisfaction of beneficiaries with research facilities and equipment in the Executive Master of Business Administration program, (male, female)

The results show that

- above shows that the Satisfaction of beneficiaries with research facilities and equipment in the Executive Master of Business Administration program is (4.06).
- The program did not achieve the Target Benchmark
- the indicator increased from 4.01 a year (40 \41) to 4.06 a year (41\42)
 - The female section achieved a lower rate than the male section
- This indicator was not calculated at University of Hail

The previous result is due to the following reasons:

- The university's interest in scientific equipment and facilities

Strengths:

- Periodic follow-up of student satisfaction with scientific facilities and equipment

Weaknesses:

- The small number of students interested in benefiting from these facilities and equipment

improvement recommendations:

- Preparing workshops to guide students on how to benefit from these facilities and equipment in scientific research

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Average of **Satisfaction of beneficiaries with research facilities and equipment** on a five-point scale in an annual survey.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Average of **Satisfaction of beneficiaries with research facilities and equipment** on a five-point scale in an annual survey.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Standard 7: RESEARCH AND PROJECTS

Table 15: KPI-PG- 15 Percentage of publications of faculty members.

NCAAA KPI Reference Number: KPI-PG- 15: Percentage of publications of faculty members							
Jouf University KPI Reference Number: KPI-PG-15							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	81 %	90%	86%	80%	75%	62.5%	87%



KPI Analysis of the Percentage of publications of faculty members

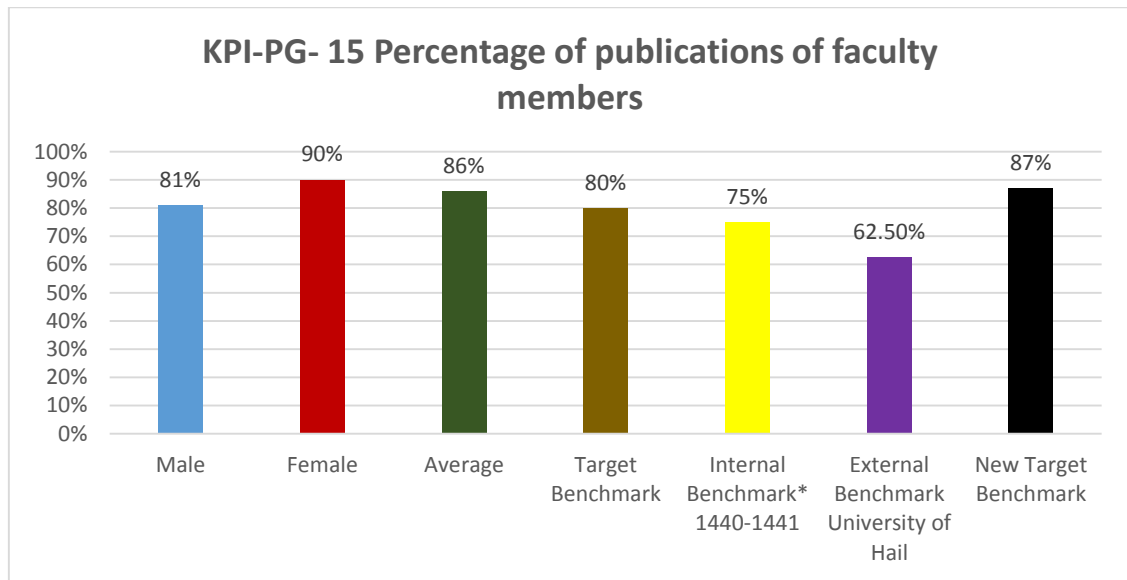


Figure 15: Percentage of publications of faculty members in the Executive Master of Business Administration program, (male, female)

The results show that

- above shows that the **Percentage of publications of faculty members** in the Executive Master of Business Administration program is **(86%)**.
- The program achieved the Target Benchmark
- the indicator increased from 75% a year (40 \41) to 86% a year (41\42)
- The female section achieved a higher rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results more than University of Hail (62.5%)

The previous result is due to the following reasons:

- Colleges are encouraged to have more research and publications
- Research seminars are organized periodically and the latest research topics are discussed

Strengths:

- Encouraging faculty members for scientific research

Weaknesses:

- The high administrative burden for a faculty member

improvement recommendations:

- Encouraging faculty members to prepare scientific research and make the time available, by reducing administrative burdens, increasing financially supported research

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare in the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 16: KPI-PG- 16Rate of published research per faculty member

NCAAA KPI Reference Number: KPI-PG- 16: Rate of published research per faculty member							
Jouf University KPI Reference Number: KPI-PG-16							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	1:1.81	1 : 2.7	1 : 2.26	1:2.25	1 : 2.21	2.79:1	1:2.28



KPI Analysis of the Rate of published research per faculty member

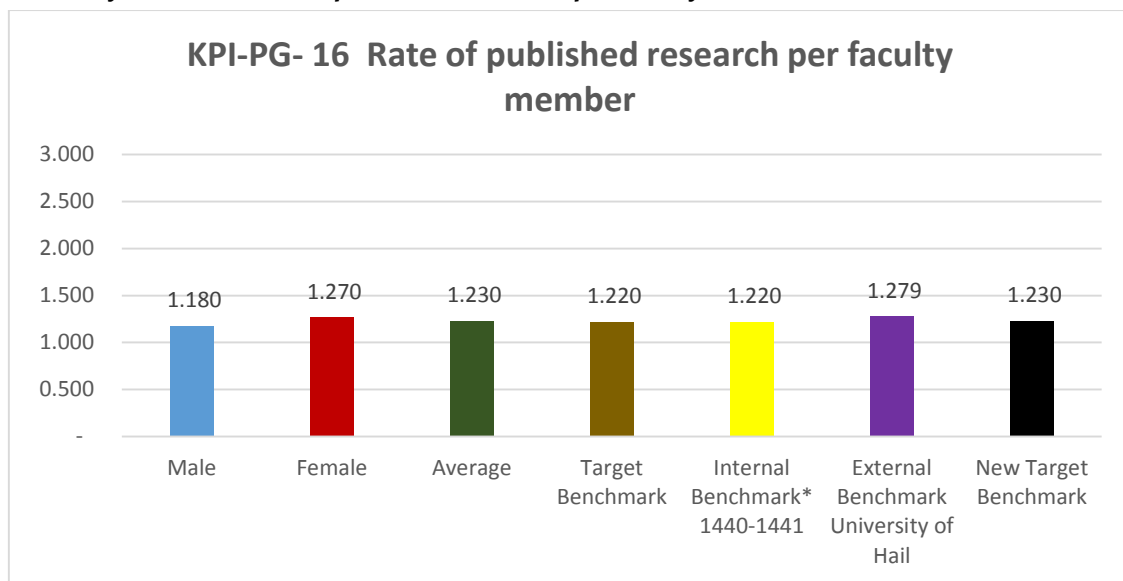


Figure 16: Rate of published research per faculty member in the Executive Master of Business Administration program, (male, female)

The results show that

- above shows that the **Percentage of publications of faculty members** in the Executive Master of Business Administration program is **(1:2.26)**.
- The program achieved the Target Benchmark
- the indicator increased from 2.21 a year (40 \41) to 2.26 a year (41\42)
 - The female section achieved a higher rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (2.79:1)

The previous result is due to the following reasons:

- Colleges are encouraged to have more research and publications
- Research seminars are organized periodically and the latest research topics are discussed

Strengths:

- Encouraging faculty members for scientific research

Weakness:

- The high administrative burden for a faculty member

improvement recommendations:

- Encouraging faculty members to prepare scientific research and make the time available, By reducing administrative burdens, increasing financially supported research

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 17: KPI-PG- 17 Citations rate in refereed journals per faculty member.

NCAAA KPI Reference Number: KPI-PG- 17: Citations rate in refereed journals per faculty member.							
Jouf University KPI Reference Number: KPI-PG-17							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	1:0.75	1:0.36	1:0.56	1:0.55	1:0.54	5.20:1	1:0.60



KPI Analysis of the Citations rate in refereed journals per faculty member

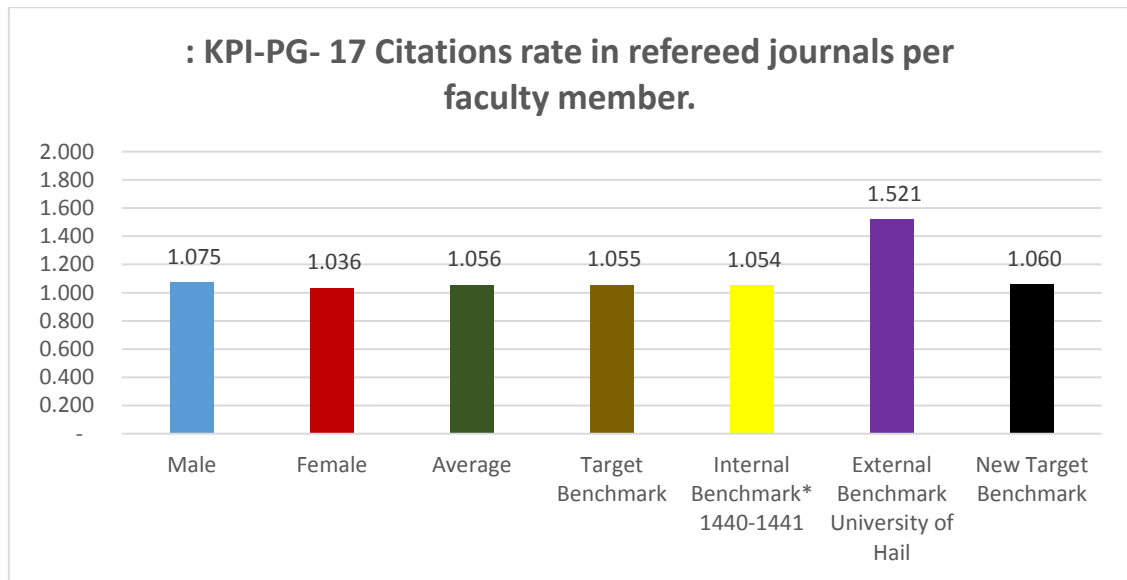


Figure 17: Citations rate in refereed journals per faculty member in the Executive Master of Business Administration program,.(male , female)

The results show that

- above shows that the Citations rate in refereed journals per faculty member in the Executive Master of Business Administration program is (1:0.56).
- The program achieved the Target Benchmark
- There were no indications for the last year.
 - The female section achieved a lower rate than the male section
- The external scale was implemented, and the comparisons showed actual reference results less than University of Hail (5.20:1)

The previous result is due to the following reasons:

- Colleges are encouraged to have more research and publications Especially in international journals with a high impact factor (Scoups ISI).

- Research seminars are organized periodically and the latest research topics are discussed

Strengths:

- Encouraging faculty members for scientific research

Weaknesses:

- The high administrative burden for a faculty member

improvement recommendations:

- Preparing and organizing workshops to train faculty members on how to download and publish their research in a way that helps to cite it

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare in the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

The average number of citations in refereed journals from published research per faculty member in the program (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published).

-3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

The average number of citations in refereed journals from published research per faculty member in the program (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published).

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 18: KPI-PG- 18Percentage of students' publication.

NCAAA KPI Reference Number: KPI-PG- 18A: Percentage of students' publication. (published their research in refereed journals).							
Jouf University KPI Reference Number: KPI-PG-18							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	zero	zero	zero	10%	Not applicable	0	10%

KPI Analysis of the Percentage of students' publication (published their research in refereed journals)

The results show that

- above shows that the **Percentage of students' publication (published their research in refereed journals)** in the Executive Master of Business Administration program is **(zero)**.
- The program did not achieve the Target Benchmark
- the indicator was not applicable a year (40 \41) but it achieved (zero) a year (41\42).
- There is no difference between the male and female sections
- The external scale was implemented, and the comparisons showed actual reference results equal to University of Hail (0)

NCAAA KPI Reference Number: KPI-PG- 18B: Percentage of students' publication. (presented papers in conferences to the total number of students in the program during the year)							
Jouf University KPI Reference Number: KPI-PG-18							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	zero	zero	zero	10%	Not applicable	0	10%

KPI Analysis of the Percentage of students' publication (presented papers in conferences to the total number of students in the program during the year)

The results show that

- above shows that the **Percentage of students' publication (presented papers in conferences to the total number of students in the program during the year)** in the Executive Master of Business Administration program is **(zero)**.
- The program did not achieve the Target Benchmark

- the indicator was not applicable a year (40 \41) but it achieved (zero) a year (41\42).
- There is no difference between the male and female sections
- The external scale was implemented, and the comparisons showed actual reference results equal to University of Hail (0)

The previous result is due to the following reasons:

- Lack of students' interest in scientific publishing.

Strengths:

- Encouraging faculty members for students and motivating them to publish scientifically

Weaknesses:

- Lack of students' interest in scientific publishing.

recommendations:

- Forming a committee aimed at targeting distinguished students and adopting scientific publishing for them

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare in the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Percentage of students' publication (published their research in refereed journals, presented papers in conferences to the total number of students in the program during the year)

-3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Percentage of students' publication (published their research in refereed journals, presented papers in conferences to the total number of students in the program during the year)

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Table 19A,B: KPI-PG- 19Number of patents, innovative products, and awards of excellence.

NCAAA KPI Reference Number: KPI-PG- 19: A. Number of patents, innovative products..							
Jouf University KPI Reference Number: KPI-PG-19							
Actual Benchmark 1441-1442				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	zero	zero	zero	2	zero	0	2

KPI Analysis of the Number of patents, innovative products

The results show that

- None of the male and female students were achieved the target Benchmark
- the indicator was fixed (0) over year (40 \41) and (41\42).
- The external scale was implemented, and the comparisons showed actual reference results equal to University of Hail (0)

NCAAA KPI Reference Number: KPI-PG- 19: B. Awards of excellence							
Jouf University KPI Reference Number: KPI-PG-19							
Actual Benchmark 1440-1441				Target Benchmark	Internal Benchmark* 1440-1441	External Benchmark University of Hail	New Target Benchmark
Level	Male	Female	Average				
The program	zero	zero	zero	2	0	0	2

KPI Analysis of the Awards of excellence

The results show that

- None of the male and female students were achieved the target Benchmark
- the indicator was fixed (0) over year (40 \41) and (41\42).
- The external scale was implemented, and the comparisons showed actual reference results equal to University of Hail (0)

The previous result is due to the following reasons:

- Program novelty

Strengths:

- Encouraging faculty members for students and motivating them

Weaknesses:

- Lack of awareness of students about the importance of obtaining scientific awards

Recommendations:

- Preparing workshops to clarify the importance of scientific awards and how they can be obtained

*** Explain:**

1. Why this internal benchmark provider was chosen?

To compare in the Executive Master of Business Administration program KPI with last year's KPI.

2. How was the benchmark calculated?

Number of patents, innovative products, and awards of excellence.

3. Name of the internal benchmark provider.

The KPI is provided by the Quality unit in the Executive Master of Business Administration program.

*** Explain***

Why this external provider was chosen?

The justification of using the external benchmark the Executive Master of Business Administration program in University of Hail is as follows:

- University of Hail was chosen because it was recently being accredited by the NCAAA, in addition to its collaboration agreement with the JU to provide the required data for the NCAAA KPIs.
- University of Hail similar to Jouf university in governance, infrastructure and budgetary systems.
- the Executive Master of Business Administration program at University of Hail is similar to the program offered by Jouf University and serve a similar demographic.

2. How was the benchmark calculated?

Number of patents, innovative products, and awards of excellence.

3. Name of the external provider.

The KPI is provided by the Executive Master of Business Administration program at University of Hail.

Executive Master of Business Administration Program

College of Business

(1442 AH)

Improvement action plan

Directions: Based on the “Analysis of KPIs and Benchmarks”, list the recommendations identified and proceed to establish a continuous improvement action plan.

No.	Recommendations	Actions	Assessment Mechanism or Criteria	Responsible Person	Start Date	Completion Date
1.	Conducting more seminars and meetings to discuss the objectives and activities of the Operational plan at the faculty level	Conducting more seminars and meetings to discuss the objectives and activities of the Operational plan at the faculty level	Familiarity with the contents of the operational plan by the members.	Quality Coordinator	22/12/1442 AH	22/12/1443 AH
2.	Developed the improvement plan for all aspects of student learning experiences in the program.	Reconsidering the EMBA program decisions	Survey	Plans and Programs Committee	22/12/1442 AH	22/12/1443 AH
3.	Utilizing students' opinions in making decisions about the educational process and educational effectiveness	Discussing the results of student opinion questionnaires in the governing councils.	Meeting minutes	Measurement and Evaluation Committee	22/12/1442 AH	22/12/1443 AH

No.	Recommendations	Actions	Assessment Mechanism or Criteria	Responsible Person	Start Date	Completion Date
4.	prepare a study by academic guidance to identify the causes and develop appropriate solutions	prepare a study by academic guidance to identify the causes and develop appropriate solutions	study by academic guidance	Academic guidance Unit	22/12/1442 AH	22/12/1443 AH
5.	Increase communication with employers, with continuous development of programs to be in line with the requirements of the labor market	Representing employers in department committees	Survey	Alumini Committee	22/12/1442 AH	22/12/1443 AH
6.	Activating communication with the labor market and studying its requirements	Activating communication with the labor market and studying its requirements	Survey	Alumini Committee	22/12/1442 AH	22/12/1443 AH
7.	Preparing a study to determine the most important deficiencies in the services provided to students	Preparing a study to determine the most important deficiencies in the services provided to students	a study	Measurement and Evaluation Committee	22/12/1442 AH	22/12/1443 AH
8.	Continuation increasing the teaching member	Determine the majors and numbers required of faculty members	a study	Program Coordinator	22/12/1442 AH	22/12/1443 AH
9.	increases the teaching member with the rank of Professor and Associate Professor	Determine the majors and numbers required of faculty members	a study	Program Coordinator	22/12/1442 AH	22/12/1443 AH
10.	Conduct periodic questionnaires to identify needs More workshops on how to use the digital library	Conduct periodic questionnaires to identify needs More workshops on how to use the digital library	Survey	Measurement and Evaluation Committee	22/12/1442 AH	22/12/1443 AH
11.	Preparing workshops to guide students on how to benefit from these facilities and equipment in scientific research	Preparing workshops to guide students on how to benefit from these facilities and equipment in scientific research		Quality Coordinator	22/12/1442 AH	22/12/1443 AH

No.	Recommendations	Actions	Assessment Mechanism or Criteria	Responsible Person	Start Date	Completion Date
12.	Encouraging faculty members to prepare scientific research and make the time available, By reducing administrative burdens, increasing financially supported research	Preparing a study to determine the problems facing faculty members	a study	The Committee for Postgraduate Studies and Scientific Research	22/12/1442 AH	22/12/1443 AH
13.	Preparing and organizing workshops to train faculty members on how to download and publish their research in a way that helps to cite it	Preparing and organizing workshops to train faculty members on how to download and publish their research in a way that helps to cite it	Workshop attendance sheet	The Committee for Postgraduate Studies and Scientific Research	22/12/1442 AH	22/12/1443 AH
14.	Forming a committee aimed at targeting distinguished students and adopting scientific publishing for them	Forming a committee aimed at targeting distinguished students and adopting scientific publishing for them	The decision to form the committee	Program Coordinator	22/12/1442 AH	22/12/1443 AH
15.	Preparing workshops to clarify the importance of scientific awards and how they can be obtained	Preparing workshops to clarify the importance of scientific awards and how they can be obtained	Workshop attendance sheet	The Committee for Postgraduate Studies and Scientific Research	22/12/1442 AH	22/12/1443 AH

Action Plan Analysis (List the strengths and recommendations for improvement of the program Action Plan).

Strengths:

- 1) Most of the tasks in EMBA operational plan has achievement.
- 2) The overall percentage of students entering programs who successfully complete the program is high.
- 3) Employers' overall evaluation considering all the criteria of the survey of the program graduates proficiency is very good.
- 4) The students were comfortable and satisfied with the various services offered by the program especially academic advising provided to them.

No.	Recommendations	Actions	Assessment Mechanism or Criteria	Responsible Person	Start Date	Completion Date
Recommendations for improvement:						
	<ol style="list-style-type: none"> 1) Improve the supportive learning resources. 2) Career Counselling should be provided for the students. 3) Arrange career days and inviting national and multinational companies so that students get benefitted for their future career. 4) Identifying the difficulties by conducting meetings and seminars with the students in each level. Finding the reasons of students' failing, dropping and withdrawing of their courses by meeting, seminars, and academic advising. 5) Increase the percentage of Professors and Associate Professors by recruiting them. Encourage and support teaching staff to complete their higher studies. 6) Encourage the faculty members to publish more research papers. Support teaching staff to attend scientific conferences. 7) Motivate the faculty members to indulge in projects that can address the community needs in all sectors. 					

Executive Master of Business Administration Program

College of Business

(1442 AH)

Action Plan Progress Report

Progress on Implementation of Previous Year's Action Plans 1440-1441 AH.

No.	Actions Planned	Planned Completion Date	Responsible Person	Completed	If Not Complete, Give	
					Reasons	Proposed action
1.	Complete the preparation of the program's operational plan in light of the college's executive plan	6/10/1442 AH	Program Coordinator	Yes		
2.	Prepare a plan for all aspects of student learning experiences in the Executive Master of Business Administration program	6/10/1442 AH	Plans and Programs Committee	Yes		
3.	Discussing the results of student opinion questionnaires in the department council	6/10/1442 AH	Measurement and Evaluation Committee	Yes		
4.	prepare a study by academic guidance to identify the causes and develop appropriate solutions	6/10/1442 AH	Academic guidance Unit	Yes		
5.	Preparing a study to determine the most important deficiencies in the services provided to female	6/10/1442 AH	Measurement and Evaluation Committee	Yes		

No.	Actions Planned	Planned Completion Date	Responsible Person	Completed	If Not Complete, Give	
					Reasons	Proposed action
	students					
6.	Preparing a program to motivate students to enroll in a master's program	6/10/1442 AH	Program Coordinator	Yes		
7.	Maintaining a decrease in this percentage by following up on measuring the satisfaction of faculty members	6/10/1442 AH	Program Coordinator	Yes		
8.	Increase the number of books and references Update books and references	6/10/1442 AH	Program Coordinator	Yes		
9.	More workshops on how to use the digital library	6/10/1442 AH	The Committee for Postgraduate Studies and Scientific Research	Yes		
10.	Preparing a study to determine the problems that faculty members face in scientific research and publishing	6/10/1442 AH	The Committee for Postgraduate Studies and Scientific Research	Yes		
11.	Organize Research seminars periodically and the latest research topics are discussed	6/10/1442 AH	The Committee for Postgraduate Studies and Scientific Research	Yes		
12.	Preparing and organizing workshops to train faculty members on how to download and publish their research in a way that helps to cite it	6/10/1442 AH	The Committee for Postgraduate Studies and Scientific Research	Yes		
13.	Preparing workshops to clarify the importance of scientific awards and how they can be obtained	6/10/1442 AH	The Committee for Postgraduate Studies and Scientific Research	Yes		