



# **University of Khorfakkan's Benchmarking policy**

**2022-2023**

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## **Overview**

The main purpose of this benchmarking policy is to ensure that the University of Khorfakkan's performance is comparable to UAE national and international standards, it serves as a means of improving performance on areas of teaching and learning, research, associated administrative activities and community engagement (where applicable). The policy also aims to ensure that the university's colleges, departments, and units are more coordinated and systematic in their approach to benchmarking that supports the University of Khorfakkan's overall strategic priorities. Benchmarking is a '*quality process*' that can be described as a learning process structured so as to enable those engaging in the process to compare their activities, and practices in order to identify their comparative strengths and weaknesses as a basis for self-improvement.

## **Policy Statement**

The University of Khorfakkan measures and evaluates its performance against the UAE educational institutions and international peers through benchmarking activities, enabling it to: identify and monitor standards, improve University's outcomes, discover new ideas for achieving the University's strategic priorities, create quality improvements, and finally improve its decision making process. The University of Khorfakkan is dedicated to ensure that it continues to demonstrate the high standards of performance in aspects of teaching and learning, research, associated administrative activities and community engagement. This commitment of the University is supported by the fact that it has established to ensure strong and efficient quality tools and mechanisms in place to support continuous improvement.

The Institutional Effectiveness and Accreditation Department (IEAD) is responsible for all aspects and activities of benchmarking.

## **Scope**

This policy applies to all benchmarking activities undertaken by University of Khorfakkan's colleges, department and units, including formal projects initiated by the university as well as external projects in which the University of Khorfakkan is involved. It does not cover any informal benchmarking activities, unless authorized by the university chancellor. All benchmarking activities that need any kind of university support (financial or other resources) require the approval of the university's chancellor and council. The University of Khorfakkan expects the appropriate parties involved in the benchmarking activity to comply with the core principles, guidelines and management procedures as mentioned in the next sections of this policy. The main

office responsible for the implementation and update of this policy is the Institutional Effectiveness and Accreditation Department (IEAD) as mentioned before.

## Definitions

- a. *Benchmark*: A benchmark is a point of known elevation marked for the purpose of surveying. In academic and educational institution, a benchmark is a target level of performance for a given KPI or a quantitative measure. In education sector, the practice is used to set internal and external target levels of performance (benchmarks) to guide university planning and continuous improvement.
- b. Benchmarking: refers to the process of studying, comparing and reviewing data or best practices against similar data or best practices in use by other universities, colleges, department and units.
- c. *Key Performance Indicators (KPIs)*: A key performance indicator is a metric or quantifiable display of progress used to measure and evaluates the success of an institution in some or all areas of achievement and engagement. A KPI must be measurable or written in a way designed for assessment. When benchmarking and analysis are used in place, they provide evidence for assessment to guide judgments and decision-making.
- d. *KPI Analysis*: refers to a comparison and contrast of benchmarks to determine strengths and areas for improvement.

Benchmarks, in the University of Khorfakkan, are crafted into the following set of typologies:

- a. **Actual benchmark**: refers to the current level of achievement or performance indicated by the value of the KPI for a particular benchmark in the university.
- b. **External benchmark**: refers to a benchmark from another similar local and/or international university or educational institution with which performance is being compared.
- c. **Internal Benchmark**: refers to benchmark from another entity inside the University of Khorfakkan.
- d. **Target benchmark**: refers to the anticipated and expected university performance level or desired outcome (goal or objective) for a KPI.
- e. **New target benchmark**: refers to the establishment of a new or desired performance level or goal for the KPI that is based on the outcome of the KPI analysis.

## Benchmarking Principles

Benchmarking activities should ensure the following:

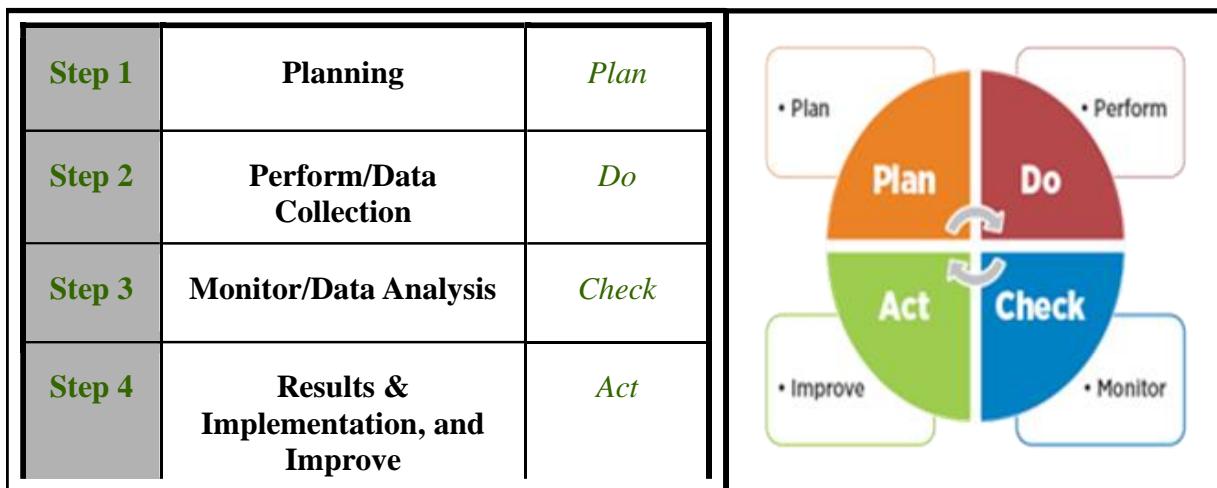
- 1) The benchmarking activities comply with the University of Khorfakkan's vision, mission, values, and strategic plan.
- 2) The university colleges, department and units undertaking the benchmarking activities should establish a clear objective of these activities prior to the commencement of the actual benchmarking exercise/project.
- 3) The university colleges, department and units have a commitment to learning from best practices, identifying the areas for improvements and finally, implementing an action plan for each benchmarking exercise/project.
- 4) All benchmarking activities conducted by university colleges, department and units shall be authorized and consulted by the institutional effectiveness and accreditation department (IEAD) which comprises the vice chancellor for academic affairs and university chancellor's approval.

### **Code of Conduct**

- 1) Confidentiality: all benchmarking activities should be treated as confidential and comply with the University policies and procedures.
- 2) Using of Benchmarking Outcomes: benchmarking outcomes shall not be used for any other purpose, other than the planned objectives for which the benchmarking exercise was conducted. The benchmarking information level exchanged should be balanced between the benchmarking parties.
- 3) Intellectual Property: all rights to any intellectual property developed during the benchmarking exercise would reside with the University of Khorfakkan.
- 4) Agreement: In case the benchmarking exercise involves external parties in the UAE or other regional and international countries, an agreement should be signed stating the terms of information exchange, confidentiality, intellectual property and usage of the benchmarking outcomes.

### **Benchmarking Process**

The University of Khorfakkan uses the Deming cycle as benchmarking process model: Plan-Check-Act (PDCA) as shown in below figure.



PDCA model is a learning process, in which the University of Khorfakkan gets insight into its strengths and weaknesses, determines what can be improved and assesses whether these improvements have been implemented.

## University of Khorfakkan Related Policies and Procedures

- 1) Institutional Effectiveness Manual.
- 2) Academic Program Design, Development, Approval and Review Procedures.
- 3) Accreditation and Quality Assurance Policies and Procedures for Programs.

## Responsibilities

**Authority/Consultation:** The Institutional Effectiveness and Accreditation Department (IEAD)

**Management Responsibility:** IEAD director with VCAA, colleges' deans, chair of departments, and heads of units.

**Implementation Responsibility:** College's dean, department's chair and administrative units' heads.