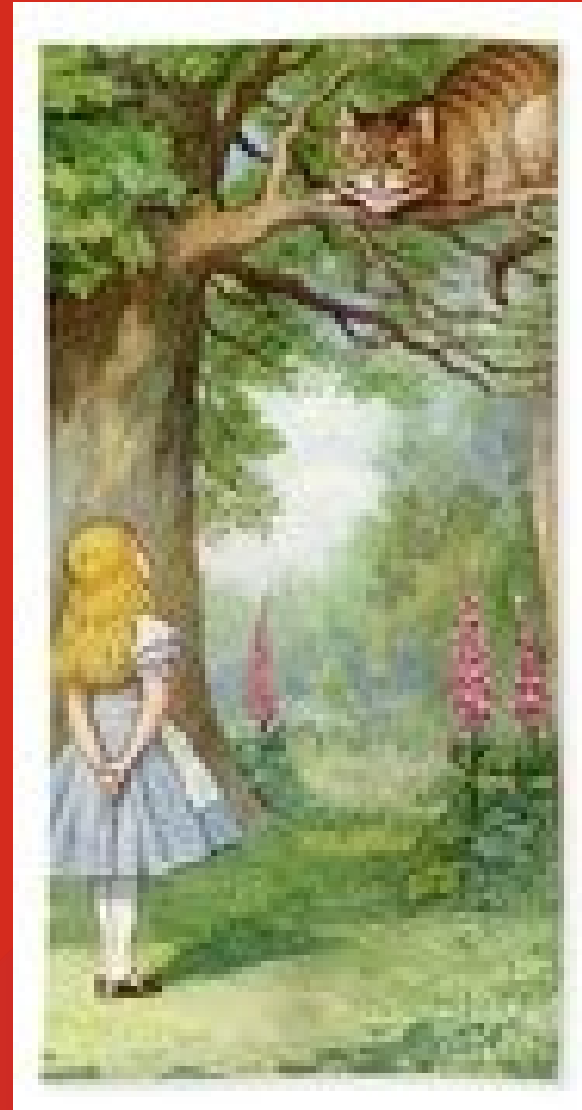


# Key Performance Indicators in Academia

How will you know if you have arrived at your destination?



# KPIs are used to assess progress

- A **key performance indicator (KPI)** is a type of **performance** measurement that helps you understand how your organization, department, or institution is performing and allows you to understand if you're headed in the right direction with your strategy.



# Key attributes of KPI's is that they are:

- Simple
- Few in number
- Focus on strategic issues
- Top level indicators of institutional and departmental health; financial viability; academic profile and market position; student experience; research; campus facilities etc

# Key Performance Indicators

- High-level KPIs should reflect strategic drivers, success in which is well understood to lead to success.
- KPIs should cascade through every level of an organisation and be linked to lower level PIs and metrics.
- KPIs should be based on agreed definitions and standards so as to avoid confusion over whether success has been achieved.
- KPIs should be based on accurate and valid data that is available at the right times.
- KPIs should be easy to understand and, at the high-level institutional level, relatively few in number. Some research suggests users find it difficult engaging with more than seven KPIs.
- KPIs should empower staff and incentivise improved performance

\*(2004 Best Practices Business Report)

# Example KPIs

- Low admissions criteria as evidence of commitment to widening participation
- High expenditure on library as evidence of commitment to research
- High expenditure on journals in library as evidence of commitment to research
- Low staff–student ratios as evidence of commitment to the student experience
- High income levels from international student recruitment as evidence of commitment to global diversity
- Low staff turnover as evidence of commitment to the staff experience
- High expenditure on the physical state as evidence of commitment to the student experience

# Unintended Consequences

The best ways of avoiding these outcomes is to articulate your KPIs with reference to:

- Sector norms
- Benchmarks against peer competitors
- Feedback from student staff and stakeholder surveys
- And to communicate the messages via staff inductions and training.***

# Confusion/resistance

- At a review event the issue of a deadline being set beyond the University 'last date for coursework deadlines to be set' was raised.
- The reason for that final deadline (marked in the academic calendar) is to allow time for marking, it reduces the possibility of late grades and allows feedback to students which is driven by the Quality Code for Higher Education, in particular chapter B6. Where reassessment is required students need time to be able to do engage in further learning before the next deadline, which In S&T would be in July. It also helps academic colleagues to plan their workload, and ensures that External Examiners have sufficient time to review the work.

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# Potential Conflict (1)

- Review documentation for programmes in Criminology and Sociology following approval at APAC last year. The minutes of that meeting indicated that Academic Registry and the Department need to clarify regulations and processes in advance of the review event due to the nature of the changes that are proposed.
- Suggest that a meeting with key staff is convened to address the following in advance of the events:
  - Recruitment of new students/Marketing
  - Transition of existing students/ Programme & Module set up in MISIS/ Continuing Student optional module registrations
  - Assessment Board Timings

# Potential Conflict (2)

- Setting of Assessments – disagreement/misunderstandings between academic colleagues
- Exam arrangements – disagreements between exam office and academic colleagues
- Admissions criteria – disagreements between admissions and academic colleagues
- Progression decisions – disagreements between support staff and assessment team

# Anxiety

- Staff unsure of processes
  - Admissions Criteria
  - Visa restrictions
  - Programme regulations
  - Student support services
  - Assessment boards
  - Complaints
  - Appeals

# Ways to address

- Induction to new roles (not just new staff)
- Workshops
- Training events
- Poster Campaigns to raise awareness
- Attending departmental meetings
- Staff Survey
- Analytics and visualisation of how the institution is meeting KPIs – Tableau dashboard for all staff to see

# Ways to celebrate

- **Made in Middlesex Campaign**

<https://www.mdx.ac.uk/about-us/our-people/made-in-middlesex>

- We're celebrating the achievements of some of our exceptional students, alumni and staff. Meet these innovators, thought-leaders and champions who make outstanding contributions to the world.

- **One Middlesex Staff Awards**

- Colleague of the year
- Outstanding contribution to putting students first
- Project of the year
- Collaboration and innovation
- Contribution to community and society

## Student Led Teaching Awards – run by MDXSU

- Most inspiring teacher
- Best feedback
- Best academic for each faculty
- Best support staff