



Digital Transformation in Higher Education

Setting Up Key Performance Indicators (KPIs)



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ACRONYMS AND ABBREVIATIONS

Abbreviation	Description
CSO	Civil Society Organization
HEI	Higher Education Institution
KPA	Key Performance Area
KPI	Key Performance Indicator
SG	Specific Goal
SMART	Specific, Measurable, Attainable, Relevant, and Timely
Sub-KPA	Sub-Key Performance Area

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INTRODUCTION

Key Performance Indicators (KPIs) are intended to measure the higher education institution's progress toward achieving its specific and immediate goals. When setting immediate goals for the first 24 months of the digital transformation journey, it is advisable, when applicable, to set interim KPIs to measure improvement as the digital services are adopted over time. It is important to determine the measured key KPIs, which are currently available so that improved indicators could be set as part of the immediate goals. You could set up KPIs at the Specific Goals (SG), Key Performance Area (KPA) and Sub-KPA levels.

KPIs must be SMART, i.e., Specific, Measurable, Attainable, Relevant, and Timely.



Figure 1. SMART Goals

Here is an example. Assume that in September 2021, the size of the of the freshman class was 1,000 students and you have a goal to grow it by 40% to 1,400 within 24 months. You could set two KPIs, one interim and another for a subsequent year, as follows:

Increase the size of the enrolled freshman cohort by 15% (1,150) by September 2022, and by 22% (1,400) by September 2023

KPI AREAS FOR CONSIDERATION

The following is a list of different areas to consider for instituting KPIs related to digital transformation implementation plans in higher education.

KPI Areas in Higher Education
Monitor and Measure Graduating Students Successful Employment in National Economic Sectors, e.g., Better Employment Matchups of Graduates within their Specialization, Timeliness of Hiring New Graduates, and more
Improved Online Availability of Administrative Services
Better Online Availability of Academic and Digital Education Services
Tell Us Once, Not Often for Administrative Digital Services
Students Provide Information Once, Not Often
Better Utilization of Data Analytics in Decision Making
Increase in Staff Transactions Shifting from Traditional Channels to Digital Services
Improved Productivity of Administrative Staff
Improved Student Satisfaction with Digital Services
Share of Digital Payments Processed by Higher Education Institution
Increase in Student Transactions Shifting from Traditional Channels to Digital Services
Improved Interoperability Among Shared Solutions and Applications
Increased Utilization Frequency and Quality of Robotization and Internet of Things Services
Increased Utilization Frequency and Quality of Blockchain Services
Increased Utilization Frequency and Quality of Machine Learning and Artificial Intelligence Services
Increased Utilization Frequency and Quality of Extended Reality Services
Higher Frequency and Quality of Community Outreach Activities and Networking
Monitor and Track Academic and Research Spin Offs and their Performance in the Marketplace
Monitor Usage of Advanced Scientific Research Output in Developing and Improving Local Economy
Assess and Monitor the Processes of Developing and Productizing Intellectual Property

KPI Areas in Higher Education
Measure and Monitor the Quality and Costs of Communications, Connectivity, and Bandwidth Especially Accessibility to the Internet
Measure and Monitor Adoption, Utilization, and Quality of Digital Identity Services
Measure and Monitor Adoption, Utilization, and Quality of Digital Signature Services
Measure and Monitor Adoption, Utilization, and Quality of Digital Payment Services
Measure and Monitor Adoption, Utilization, and Quality of Unified Login Platform
Establish and Monitor ISO 27001 Standard for Information Security Management System
Assess and Monitor the High Availability and Continuity of Digital Services with Business Continuity Management System (ISO 22301)
Monitor the Intellectual Property Transfers Completed by the Technology Transfer Office
Assess the Frequency and Quality of Community Outreach Activities and Networking
Assess the Frequency and Quality of Institutional Networking Activities at the National and International Levels
Assess the Frequency and Efficiency of Networking with Alumni
Assess and Monitor Outcomes Generated by HEI's Tech Parks and Incubators
Monitor and Evaluate the Efficiency of Public Communications and HEI's Visibility in Digital Media Channels
Monitor and measure networking activities with Institutional Stakeholders, such as National, Regional, and Local Government, Business Community, Civil Society Organizations (CSO), and International Entities in Various Regions
Increased Number of Enrolled International Students
Increased Size of Enrolled Freshmen Cohort
Reduced Summer Melt Rate
Improved Enrollment Rate of Accepted Students
Enhanced Student Engagement Rate on Social Channels
Improved Staff Satisfaction with Digital Services

Table 1. Areas for KPIs

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