

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Institutional Research & Data Governance Policy	Effective Date	14/06/2026
	Category	Institutional Effectiveness	Last Review date	
	Policy Number	IE-002	Next Review date	14/06/2029
	Responsible Entity	Institutional Effectiveness	Approved By	President

Overview

Institutional research and data governance are the infrastructure of evidence-based management. An institution cannot know whether it is achieving its mission, whether its students are succeeding, its Programs are effective, its finances are sustainable, and its governance is sound without a systematic capacity to collect, validate, analyze, and communicate data about all of these dimensions. Accrediting agency requires that institutions engage in ongoing processes of planning, assessment, and quality improvement using credible, verifiable evidence. That evidence does not emerge spontaneously, it is produced by a functioning institutional research function operating under clear data governance rules.

This policy establishes AIU's institutional research and data governance framework. It defines the responsibilities of the Institutional Research function across ten operational domains, the University's Key Performance Indicator framework with explicit KPIs and targets, the data stewardship model that assigns accountability for data accuracy to specific roles, the data access and classification framework, the privacy protections governing student-level data, and the Annual Institutional Effectiveness Report that synthesizes all institutional data into the primary evidence document used by the President, the Board, and Accrediting agency.

This policy is read alongside IE-001 (Student Learning Outcomes and Assessment Policy), which governs the assessment cycle that produces the educational quality data that IR aggregates and reports. Together, IE-001 and IE-002 constitute AIU's complete institutional effectiveness framework: IE-001 generates the quality evidence; IE-002 manages, analyses, and communicates it.

Scope

This policy applies to all academic and administrative units responsible for collecting, generating, maintaining, reporting, analyzing, or using institutional data. It governs the Institutional Research function, the data stewardship network, the data governance framework, the KPI system, the Annual Institutional Effectiveness Report, the institutional dashboard, data privacy and access controls, and all external reporting to PUC, Accrediting agency, and other regulatory bodies. It applies to all faculty, staff, administrators, and governance bodies involved in any data-related activity at AIU.

Purpose

The purposes of this policy are to:

- Establish the Institutional Research function as AIU's authoritative source of official data and analytics, with sufficient independence and resources to fulfil this role
- Define the ten operational domains of the IR function, providing a comprehensive view of what IR is expected to do and produce
- Establish the University's Key Performance Indicator framework with specific KPIs, targets, and data sources that constitutes the primary metric system for institutional performance monitoring
- Define the data stewardship model, assigning accountability for data accuracy in each domain to a named role

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- Establish the data governance framework including the University Data Dictionary, official data definitions, and the prohibition on unit-level publication of data differing from IR-verified figures
- Define data access levels and the privacy protections applicable to student-level and sensitive institutional data
- Define the required content of the Annual Institutional Effectiveness Report and the timeline for its production and Board presentation
- Establish the IR function's independence and the principle that IR Director's reports to the Board may not be filtered by administration where they concern institutional performance
- Demonstrate compliance with ongoing institutional effectiveness, institutional integrity, including integrity of data, and honest representation to stakeholders

Definitions and Abbreviations

Institutional Research (IR): The systematic collection, analysis, interpretation, and reporting of institutional data to support planning, assessment, accreditation, governance, and evidence-based decision-making across all levels of AIU.

Institutional Research Director: The senior professional responsible for all IR functions at AIU, reporting directly to the President. The IR Director holds independence from any single administrative unit whose performance data the IR function measures or reports.

Data Governance: The framework of policies, defined responsibilities, standards, and controls governing how institutional data is collected, validated, stored, accessed, used, and reported.

University Data Dictionary: The authoritative document maintained by the IR function defining every official institutional data element, its name, definition, the system of record, the data steward, the calculation methodology, the reporting frequency, and the authorized users.

Institutional Effectiveness: The systematic use of evidence to evaluate whether AIU is achieving its mission and strategic goals, to identify areas for improvement, and to demonstrate accountability to students, stakeholders, and accreditors.

Data Steward: The individual in a specific role designated as responsible for the accuracy, completeness, timeliness, and appropriate use of institutional data within a defined domain. Data stewards are not IR staff they are domain experts in the relevant unit.

Key Performance Indicator (KPI): A quantitative measure that tracks institutional performance relative to a defined target in a specific area. KPIs are the primary instrument for monitoring progress toward AIU's Strategic Plan objectives and for Accrediting agency evidence of institutional effectiveness.

Annual Institutional Effectiveness Report (AIER): The annual report produced by the IR Director synthesizing all key institutional data domains, enrolment, student success, academic quality, financial sustainability, strategic plan progress, and accreditation compliance, presented to the President and then to the Board of Trustees.

Institutional Dashboard: A continuously updated digital data visualization tool, maintained by IR, showing current performance on all KPIs against targets, accessible by authorized users according to their data access level.

Census Date: The official date in each semester, typically the end of the Add/Drop period, on which official enrolment counts are frozen for reporting purposes. Enrolment data reported to PUC, Accrediting agency, and the Board is always as of the Census Date.

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De-Identified Data: Institutional data from which all personally identifiable information has been removed, such that no individual can be identified from the data, allowing it to be used for research and reporting without privacy risk.

Data Privacy Standard: Refers to AIU's commitment to applying student data privacy protections consistent with internationally recognized standards for educational data privacy, anchored in applicable Kuwait privacy law

Policy

Article 1: Governing Principles

The following principles govern all institutional research and data governance activity at AIU:

- Authority of official data:** The IR function is the sole authoritative source of official institutional statistics. No unit may report institutional data externally, to regulators, accreditors, prospective students, the media, or the public, that differs from IR-verified figures, without written IR Director authorization. This is not a bureaucratic control; it is a protection of institutional integrity and an accreditation compliance requirement.
- IR independence:** The IR Director has institutional independence to report accurate data to the President and the Board regardless of whether the data reflects favorably on any administrative unit. The IR Director's reports to the Board may not be filtered, modified, or withheld by any administrator on the grounds that the data is unflattering. Data integrity depends on this independence.
- One source of truth:** Data inconsistency, different figures for the same metric reported by different units, undermines decision-making, damages credibility with regulators, and creates accreditation risk. The University Data Dictionary and the Official Institutional Data framework are the mechanisms through which AIU maintains one source of truth.
- Data for decisions:** Institutional data exists to support decisions that improve student success, academic quality, and institutional health. Data collection without use is a waste of institutional resources. Every data element collected by IR should be traceable to a decision that it informs, a KPI that it supports, or an accreditation requirement that it satisfies.
- Privacy and protection:** Student data and other sensitive institutional data are collected and used in accordance with applicable Kuwait law and the data access framework in this policy. The IR function balances the institutional need for data to support improvement with the obligation to protect individual privacy.
- Transparency:** AIU makes publicly available all institutional information required by applicable law, Accrediting agency requirements, and AIU's institutional commitment to transparency. Publicly reported data originates from IR-verified official sources.

Article 2: The Institutional Research Function

AIU maintains a dedicated Institutional Research function, headed by an IR Director who reports directly to the President. The IR Director appointment requires: a minimum of a master's degree in a relevant field

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(higher education research, data analytics, statistics, or a related discipline); demonstrated experience in institutional research or data analytics in a higher education context; and familiarity with Accrediting agency reporting requirements. The IR Director participates in professional development through membership in regional or international IR professional associations.

The IR function is structured to maintain sufficient organizational separation from the units whose data it measures, to ensure that data analysis and reporting are driven by evidence rather than by any unit's interest in presenting itself favorably. The IR Director has direct access to the President and to the Board of Trustees for the purpose of presenting institutional data without administrative intermediation.

The IR function is responsible for the following ten operational domains:

Functional Area	Core Activities	Primary Output
Official Data and Reporting	Maintain the authoritative official data for all key institutional metrics; produce and publish official statistics; manage external data requests	Annual Institutional Data Report; PUC submissions; Accrediting agency data sets; accreditation annexes
Enrolment Intelligence	Enrolment tracking and projections by Program, level, nationality, and demographic; credit-hour production analysis; financial aid impact on enrolment	Semester Enrolment Summary; five-year enrolment projection for strategic planning and FIN-001 reserve calculations
Student Success Analytics	Retention, progression, and graduation rate analysis by cohort, Program, and demographic group; early alert data support; identification of at-risk populations	Student Success Dashboard; Program-level retention and graduation summaries for ACA-004 Program review
Academic Program Support	Data support for five-year Program review under ACA-004; PLO achievement trend data for IE-001 ILO reporting; faculty qualification metrics for ACA-003 audit	Program review data packages; assessment trend analysis; Faculty Qualification Audit data input

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Financial and Resource Analytics	Cost-per-student and cost-per-credit-hour analysis; financial sustainability indicators for FIN-001; budget variance analysis support; Program-level financial sustainability data	Financial analytics for FIN-001 Annual Financial Stability Report; budget cycle support
Benchmarking and Peer Comparison	Comparison of AIU's KPIs against peer institutions — Kuwaiti private universities, GCC universities, and accredited institutions with comparable profiles	Annual Benchmarking Report submitted to President and Faculty Council
Accreditation and Regulatory Support	Production and quality assurance of all data submitted to Accrediting agency, PUC, Kuwait MoE, and other regulatory bodies; maintenance of accreditation data sets; management of Accrediting agency's IR data requests	Accrediting agency Institutional Report data annexes; PUC annual reporting; accreditation evidence files
Predictive Analytics and Planning	Trend analysis and modelling to support strategic plan development and monitoring; scenario modelling for resource planning; enrolment projection models	Strategic Plan progress report (annual); scenario models for Board strategic review
Dashboard and Data Access	Maintenance of the institutional dashboard accessible to Board, President, VPAA, Deans, and Faculty Council; management of data access authorizations	Real-time institutional dashboard; on-demand report generation for authorized users

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Data Governance	Maintenance of the University Data Dictionary; management of data stewardship responsibilities; data quality audits; standards enforcement	University Data Dictionary; data audit reports; data stewardship register
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Article 3: Key Performance Indicator Framework

AIU maintains a formal KPI framework comprising the indicators in the table below. KPIs are the primary metric system through which the President, the Board, and external stakeholders evaluate AIU's institutional performance. Each KPI has a defined target, a data source, and a reporting frequency. KPI performance is reported in the Annual Institutional Effectiveness Report and on the institutional dashboard.

Domain	Key Performance Indicator	Baseline Target	Primary Data Source
Student Access and Enrolment			
Enrolment	Total headcount enrolment all Programs	Growing to 5,000 FTE by 2030	Registrar / IR
Enrolment	First-year new student enrolment	Annual growth consistent with Strategic Plan	Registrar / IR
Enrolment	Enrolment by School proportional balance	No single School > 50% of total	Registrar / IR
Student Success			
Retention	First-year to second-year retention rate	≥ 85%	Registrar / IR
Graduation	Four-year graduation rate (undergraduate)	≥ 60% by 2030	Registrar / IR

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Graduation	Six-year graduation rate (undergraduate)	≥ 75% by 2030	Registrar / IR
Time-to-degree	Average semesters to graduation UG	≤ 9 semesters	Registrar / IR
Academic Quality			
Faculty	Percentage of full-time faculty holding terminal degree	≥ 90% of full-time faculty	VPAA / IR
Scholarly Activity	Percentage of full-time faculty meeting scholarly activity standard (ACA-003)	≥ 85%	VPAA / IR
Assessment	Percentage of Programs with complete Assessment Reports submitted on time	100%	OIE / IR
Assessment	Percentage of PLOs assessed with documented CTL actions	100% of below-benchmark PLOs	OIE / IR
Financial Sustainability			
Reserve	Operating reserve days of operating expenses	≥ 90 days (FIN-001)	Finance / IR
Revenue	Tuition revenue concentration	≤ 85% of total revenue from tuition	Finance / IR
Sustainability	IPT revenue as percentage of total	≥ 15% by 2030 (FIN-001)	Finance / IR

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Institutional Effectiveness			
Accreditation	Accreditation status	Accredited (candidacy → initial accreditation → reaffirmation)	President / IR
Compliance	PUC compliance findings	Zero material findings	President / IR
Policy	Policy framework completeness	100% of required policies adopted and current	VPAA / IR

KPI targets are reviewed as part of each annual Strategic Plan progress review and may be revised through the Strategic Plan process with Board approval. New KPIs may be added by the IR Director with VPAA endorsement and President approval. Removal of a KPI requires documentation of the reason and Board notification. The complete KPI framework, including historical performance against each indicator, is maintained in the IR function's accreditation evidence file and is available to Accrediting agency upon request.

Article 4: Data Stewardship

Accurate institutional data requires more than a central IR function, it requires domain experts in every unit who take personal professional responsibility for the accuracy and integrity of the data within their area. The data stewardship model assigns this responsibility clearly:

Data Domain	Primary Data Steward	Key Stewardship Responsibilities
Student enrolment and registration	Registrar	Accuracy of enrolment counts, registration status, academic standing, credit-hour production; verification of Census Date data for official reports
Student academic performance and progression	Registrar in coordination with Deans	Grade records, GPA calculations, academic probation and dismissal status, transcript data; graduation audit accuracy

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Financial data	Director of Finance	Revenue and expenditure records, reserve calculations, cost-per-student data; accuracy of financial data submitted for external reporting
Faculty qualifications and scholarly activity	VPAA in coordination with Deans	Faculty credential records, course assignment data, scholarly activity submissions; accuracy of qualification audit data
Student learning outcomes assessment	OIE Director in coordination with Assessment Coordinators	PLO assessment data, Annual Assessment Reports, close-the-loop documentation; ILO evidence data
Human resources and personnel data	HR Director	Employee headcount, faculty and staff classification, compensation data; alignment with payroll and organizational structure records
Library and information resources	Library Director	Collection size and usage data, database access counts, information literacy data; submission of library data to accreditation reports
Facilities and physical resources	VP Administration in coordination with Facilities	Campus space utilization, square footage by category, facilities condition data; submission of facilities data to PUC and Accrediting agency

The IR Director maintains the Data Stewardship Register documenting all current steward assignments, updated whenever a steward's role changes. Data stewards are expected to:

- Verify the accuracy of data in their domain before it is submitted to the IR function, whether for the Annual Institutional Data Report, an accreditation submission, or a Board report
- Respond to IR data quality queries within five working days
- Notify the IR Director immediately when they become aware of a data quality issue in their domain including historical errors that may affect previously published reports
- Participate in the IR function's annual data quality audit

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- e. Follow the data definitions in the University Data Dictionary for all metrics within their domain — not using locally defined variants that differ from the official definition

Article 5: Data Governance and the University Data Dictionary

Institutional data is an institutional asset, managed under this data governance framework. The following rules govern all institutional data:

- a. The University Data Dictionary is the authoritative source of definitions for all official institutional data elements. It is maintained by the IR Director, reviewed annually, and published on the institutional intranet accessible to all authorized users. Any proposed change to an official data element definition follows the process in Article 5.1.
- b. No unit may use a definition for an official data element that differs from the University Data Dictionary definition in any external report, accreditation submission, Board presentation, or public communication. Internal working calculations may differ where clearly labelled as such, but any external communication uses the official definition.
- c. No unit may publicly report institutional statistics, including enrolment figures, graduation rates, faculty ratios, or financial indicators, that differ from the IR-verified official figures, without written authorization from the IR Director. Where a unit believes the IR figure is incorrect, they raise the concern with the IR Director through the data quality process in Article 6, not by publishing an alternative figure.
- d. The IR function is the gatekeeper for all external reporting of institutional data, including submissions to Accrediting agency, PUC, the Kuwait MoE, Program accreditation bodies, and media or public communications. All such reports pass through IR review before submission.

5.1 Data Definition Change Process

A proposed change to an official data element definition in the University Data Dictionary is submitted in writing to the IR Director by the relevant data steward or any senior administrator. The IR Director assesses the impact of the proposed change on historical comparability, accreditation reporting, and KPI calculations. Where the change is non-material (a clarification that does not change the measured population), the IR Director approves and updates the Dictionary within 10 working days. Where the change is material (it changes what is counted or how it is calculated), the IR Director submits it to the VPAA and President for approval, and communicates the change to all data stewards and the Board Academic Affairs Committee, with a note on the historical impact.

Article 6: Data Quality Assurance

AIU maintains systematic processes to ensure that institutional data is accurate, complete, consistent, timely, and reliable. The following measures govern data quality:

- a. Census Date lock: Official enrolment data is frozen at the Census Date each semester. Post-Census changes are tracked separately and do not alter the official semester enrolment count. This ensures

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that enrolment figures reported to PUC, Accrediting agency, and the Board are always from the same measurement point across years, enabling valid trend comparisons.

- b. Data validation before reporting: Before any institutional report is finalized, Annual Institutional Data Report, Accrediting agency dataset, PUC submission, or Board presentation, the IR Director circulates draft figures to the relevant data stewards for verification. Stewards have five working days to identify errors. The IR Director adjudicates any disagreements between the steward's data and the IR calculation, with the data steward's authoritative domain knowledge given significant weight.
- c. Annual data quality audit: The IR Director conducts an annual audit of a sample of data elements across all domains, tracing figures from source systems through to published reports and identifying any discrepancies. Audit findings are reported to the President. Systemic data quality issues identified in the audit trigger a remediation plan agreed between the IR Director and the relevant data steward.
- d. Historical data consistency: Where a data element definition changes, the IR function recalculates historical figures using the new definition wherever practicable, so that trend data remains comparable. Where recalculation is not practicable, the change is documented in the Data Dictionary and all reports that use the affected metric note the methodological change and the year it took effect.

Article 7: Data Privacy and Access

Student-level data and other sensitive institutional data are protected in accordance with applicable Kuwait law and with the internationally recognized principles of educational data privacy. The following framework governs data access at AIU:

Access Level	Authorized Users	Data Available
Level 1- Public	General public, prospective students, external stakeholders	Data published on AIU's public website: Program offerings, tuition schedule, faculty qualifications overview, accreditation status, consumer information required by law or accreditation
Level 2- Institutional Community	All AIU faculty, staff, and students with valid institutional credentials	Institutional dashboard - aggregate non-identifiable data; current year enrolment statistics; academic calendar; Program information; published AIU policies

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Level 3 - Administrative	Deans, Directors, Department Chairs, Assessment Coordinators, and designated administrators	Program-level enrolment and retention data; school-level KPI performance; assessment compliance reports for their unit; Program-level financial data relevant to their role
Level 4- Senior Leadership	President, VPAA, VP Administration, Director of Finance, IR Director	All institutional data including financial detail, personnel data, disaggregated student outcomes, full KPI dashboard, benchmarking data, accreditation evidence files
Level 5 - Board	Board of Trustees and Board Committee members	All Level 4 data plus Board-specific governance reports; aggregated institutional data presented through the Annual IE Report and Board dashboard
Level 6 - Regulatory / Accreditation	Accrediting agency, PUC, Kuwait MoE, external auditors, Program accreditors	Data specified in the relevant regulatory or accreditation reporting requirements; provided through official IR channels with VPAA and President authorization

7.1 Student Data Privacy

The following protections apply to all student-level data at AIU:

- Student-identifiable data, data that can be linked to a specific individual student, may not be shared externally without the student's written consent, a valid legal basis, or a regulatory obligation. Sharing student-identifiable data in response to employer inquiries, media requests, or personal requests from third parties requires verification of authorization before disclosure.
- Aggregated, de-identified data may be used for internal institutional research, benchmarking, and accreditation reporting without individual student consent, provided no individual is identifiable from the aggregate. Groups of fewer than five individuals are not reported to prevent identification by inference.
- The IR function maintains a record of all external disclosures of student data, including the recipient, the purpose, the legal basis, and the data elements disclosed. This record is available for institutional audit and, where required, for compliance reporting.

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- d. Research projects involving student data, whether conducted by IR staff, faculty, or external researchers, require IR Director approval and, where the research involves identifiable data, institutional ethics review consistent with AIU's research ethics framework.

7.2 Data Access Request Process

Any faculty or staff member who needs access to institutional data beyond their standard level, for a research project, a Program review, a grant application, or any other purpose, submits a Data Access Request to the IR Director specifying: the data elements needed; the purpose; the intended use; the proposed handling and storage method; and the duration of access needed. The IR Director reviews requests against the access level framework and the privacy principles in this article, and approves or declines within 10 working days. Approved access is time-limited and subject to a data use agreement.

Article 8: Annual Institutional Effectiveness Report

The Annual Institutional Effectiveness Report (AIER) is the primary instrument through which AIU synthesizes its institutional evidence and demonstrates accountability to its Board and to Accrediting agency. The IR Director produces the AIER and submits it to the President by 31 October each year, covering the prior academic year's data.

The AIER contains the following required sections:

Report Section	Required Content	Primary Audience
Enrolment and Access	Total enrolment and year-on-year change; new student enrolment; enrolment by Program, school, level, nationality; credit-hour production; demographic profile	President; Board; VPAA; Deans
Student Success	First-year retention rate; multi-year retention trends; graduation rates at 100% and 150% of time; time-to-degree analysis; early alert utilization rates; academic probation and dismissal rates	President; Board Academic Affairs Committee; Deans; Student Affairs
Academic Quality	Faculty qualification compliance rate (from ACA-003 audit); scholarly activity compliance by rank; assessment report submission compliance rate; PLO benchmark	President; VPAA; Faculty Council; Deans

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	achievement rate; ILO assessment cycle progress	
Financial Sustainability	Operating reserve position at year end; revenue diversification progress (CE % of total); cost-per-student-credit-hour; financial aid as % of revenue; comparison against FIN-001 targets	President; Board Finance Committee; Director of Finance
Strategic Plan Progress	Status of each strategic initiative: on track / partially achieved / delayed / achieved / cancelled; KPI performance against targets in the KPI framework; narrative explanation of significant variances	President; Board; Senior Leadership
Accreditation and Compliance	Accreditation status and any actions required; PUC compliance status; status of any outstanding regulatory findings; progress against Accrediting agency evidence obligations	President; Board; VPAA
Benchmarking	Comparison of key metrics — enrolment, retention, graduation, faculty qualifications, financial sustainability — against Kuwaiti peer institutions and accredited comparator institutions	President; Board; Senior Leadership
Improvement Priorities	Based on the year's data: the three to five highest-priority improvement opportunities identified by the IR Director; recommended actions; proposed owners and timelines	President; Board; Senior Leadership

The President presents the AIER to the Board of Trustees at its December meeting, with the IR Director presenting the data directly to the Board where the Board requests this. Board members may direct questions about the data to the IR Director. The IR Director's responses to Board questions about institutional data are not subject to administrative pre-approval.

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A public version of the AIER, containing the data required by applicable law and Accrediting agency expectations, is published on AIU's public website within 30 days of Board presentation. The public version is prepared by the IR Director in coordination with the President. All figures in the public version originate from the official AIER and may not be selectively presented to create a misleading impression of institutional performance.

Article 9: External Reporting and Accreditation Support

The IR function is the primary coordinator for all external reporting of institutional data. The following provisions govern external reporting:

- PUC annual data submission: The IR Director coordinates the compilation and submission of AIU's annual statistical return to the PUC, in the format and by the deadline specified by the PUC. All figures submitted to the PUC originate from IR-verified official data. The IR Director certifies the accuracy of the submission before it leaves the institution.
- Accrediting agency reporting: The IR Director maintains a Accrediting agency Data File containing the most recent three years of data on all metrics required by Accrediting agency, updated annually. When Accrediting agency requests data — for the Institution Review, an Interim Report, or a visiting team preparation — the IR Director coordinates the response within the timeframe specified by Accrediting agency, with VPAA and President review before submission.
- Substantive Change notification data: Where AIU's actions require Accrediting agency Substantive Change notification under ACA-004 or GOV-001, the IR Director provides the relevant enrolment, financial, and Program data required to complete the notification.
- Program accreditation data: Where AIU's Schools pursue Program-level accreditations (AACSB for Business, ABET for Engineering, NAAB for Architecture), the IR Director supports data compilation for self-studies and annual reporting, ensuring consistency between Program accreditation data and AIU's official institutional figures.
- Consumer information: AIU publishes the consumer information required by applicable Kuwait law and Accrediting agency expectations on its public website. The IR Director is responsible for compiling and verifying this information annually, with publication occurring before the start of each academic year.

Article 10: Institutional Dashboard

The IR Director maintains a real-time institutional dashboard that provides authorized users with current performance data against all KPIs. The dashboard is the primary day-to-day data access tool for institutional leadership and governance. The following requirements apply to the dashboard:

- The dashboard is accessible at all times through a secure institutional web portal. Access is controlled by the data access level framework in Article 7. Each user sees only the data appropriate to their access level.
- Dashboard data is drawn directly from AIU's authoritative source systems, the student information system (Registrar), the financial management system (Finance), the assessment

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documentation system (OIE), and the HR system. Data is refreshed at least weekly during the academic year and monthly during semester breaks.

- c. The dashboard displays each KPI with: the current value; the target; the trend over the most recent three years; a status indicator (above target / on target / below target / insufficient data); and the date of the most recent data update.
- d. The President, VPAA, and Board members may request custom reports or additional analyses through the IR function. The IR Director responds to standard data requests within five working days and to complex analytical requests within 15 working days.
- e. The dashboard is reviewed annually by the IR Director in consultation with the President and VPAA to ensure it displays the metrics most relevant to current institutional priorities. Changes to the standard dashboard configuration are documented in the IR function's change log.

Article 11: Documentation and Records Retention

The IR function maintains the following institutional records:

- Annual Institutional Data Reports - all years - retained permanently as institutional memory
- Annual Institutional Effectiveness Reports - all years - retained permanently
- University Data Dictionary - all versions, with change history - retained permanently
- KPI tracking data - all years - retained permanently
- Accreditation data sets submitted to Accrediting agency, PUC, and other bodies - retained for 15 years
- Data quality audit reports - retained for 10 years
- Data access authorization records - retained for 7 years after the access expires
- Student data disclosure records - retained for 10 years

All IR records are maintained in a secure environment with appropriate backup and recovery provisions. The IR Director ensures that critical accreditation-related data, particularly the three most recent years of Accrediting agency -required metrics, is accessible within two working days of any regulatory or accreditation request.

Article 12: Integration with Planning and Continuous Improvement

Institutional research data is the evidence base for AIU's planning and improvement cycles. The following integration requirements connect IR outputs to institutional decision-making:

- a. Strategic Planning: The Annual Institutional Effectiveness Report's KPI performance and improvement priorities section directly informs the annual Strategic Plan progress review conducted by the President and Board. Where KPIs show consistent underperformance, strategic plan adjustments are expected.
- b. Budget Planning: The IR Director participates in the annual budget planning cycle, providing data on enrolment trends, Program financial sustainability, and benchmarking on cost-per-student that

 AMERICAN INTERNATIONAL UNIVERSITY الجامعة الأمريكية الدولية	Policy Main Title	Institutional Research & Data Governance Policy	Effective Date	14/06/2026
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	Responsible Entity	Institutional Effectiveness	Approved By	President

informs budget priorities. Resource allocation decisions reference IR evidence wherever a relevant data set exists.

- c. Academic Quality: IR's student success analytics and PLO achievement trend data inform VPAA decisions on curriculum investment, Program review priorities, and faculty development focus. The VPAA presents IR-derived academic quality evidence to the Faculty Council at least once per academic year.
- d. Student Success: IR's early alert and at-risk population data is shared with the Dean of Student Affairs to support proactive student retention interventions. IR tracks the outcome of specific retention interventions, providing feedback on which interventions show positive evidence.
- e. Accreditation: All accreditation self-studies, interim reports, and visiting team preparation materials are built on a foundation of IR-validated data. The IR Director chairs the data sub-team of any accreditation working group to ensure data accuracy and consistency throughout the accreditation process.

Procedures

Annual Institutional Data Report - Production Cycle

1. By 1 August each year, the IR Director requests data submissions from all data stewards for the prior academic year. The data request specifies the data elements needed, the format, and the submission deadline of 31 August.
2. Data stewards validate and submit their domain data by 31 August. The IR Director reviews all submissions for completeness and consistency, follows up on incomplete submissions within five working days, and resolves discrepancies with the relevant steward by 15 September.
3. The IR Director produces the draft Annual Institutional Data Report by 30 September, circulates it to all data stewards and the VPAA for review and verification, and incorporates corrections by 15 October.
4. The final Annual Institutional Data Report is submitted to the President by 31 October. The President reviews and approves the Report before it is filed in the accreditation evidence archive and used as the basis for the Annual Institutional Effectiveness Report.

Annual Institutional Effectiveness Report - Production and Presentation

1. Using the finalized Annual Institutional Data Report and the KPI tracking data, the IR Director drafts the Annual Institutional Effectiveness Report (AIER) covering all sections in Article 8 by 31 October.
2. The draft AIER is reviewed by the President and VPAA within 10 working days. The IR Director incorporates non-data feedback (presentation, narrative context) while retaining sole authority over data accuracy. No data figure in the AIER is changed without IR Director agreement.
3. The finalized AIER is presented by the President to the Board of Trustees at the December Board meeting. The IR Director attends and presents the key findings directly to the Board, answering data questions directly.

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4. Within 30 days of the Board presentation, the IR Director publishes the public version of the AIER on AIU's website and files the full version in the accreditation evidence folder. The IR Director also extracts the Accrediting agency -required data elements and updates the Accrediting agency Data File.

Data Quality Audit

1. By 1 February each year, the IR Director prepares the annual data quality audit plan, selecting a sample of at least 20 data elements across all stewardship domains. The plan identifies the source system, the expected value, and the audit method for each element.
2. The IR Director conducts the audit during February, tracing each selected element from its source system through to any external reports or accreditation submissions where it appears. Discrepancies are documented with the magnitude of the error and the downstream reports affected.
3. The IR Director presents audit findings to the President and to each data steward whose domain had findings by 31 March. Each steward with findings submits a remediation plan within 15 working days specifying how the error occurred, what corrective action is taken, and how the same error will be prevented in future.
4. The IR Director monitors remediation plan implementation and confirms completion to the President. The audit report and remediation records are retained for 10 years.

President Signature

Signature: _____ Date: _____