



**College of Medicine**  
**Al-Imam Mohammad Ibn Saud Islamic University**

**Key Performance Indicators (KPIs)**

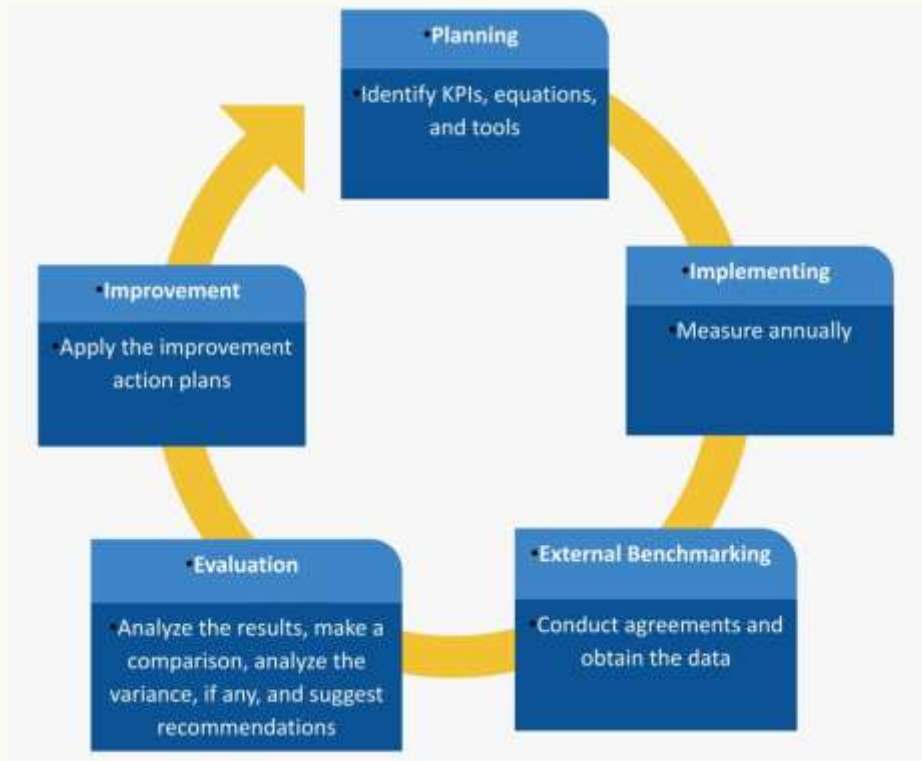
**2018/2019**

## Introduction

### KPIs Selection:

The KPI subcommittee of accreditation principal committee conducted several meetings to review in depth the selection of KPIs in the academic year 2018/2019. The KPIs selection approach was according to the following steps:

1. Identification of the applicable KPIs from the following sources:
  - NCAAA KPIs
  - IMAM- QMS KPIs
2. Creation or adoption of KPIs based on needs assessment, collection of data through the surveys and potential for positive impact on the College and program performance.
3. Prioritization of the importance of KPIs based on internal benchmark and contribution towards best achievement of program goals.
4. The KPIs list was proposed and feasibility were checked.
5. The KPIs list was endorsed to the accreditation principal committee.
6. Then, KPIs list was finally approved by the College Board (council).
7. KPIs are measured yearly; followed-up and reported by the AQU.
8. We get external benchmark through collaboration with Al Majmaa and Al Qassim Universities which has similar conditions with our college.



Target Benchmark	Actual Benchmark	Internal Benchmark	External Benchmark	New Target Benchmark
Previously anticipated performance level/desired outcome (goal/aim) for the KPI.	Currently measured KPI.	The previous performance level for the college /University. (previous year or average of years)	Refer to benchmarks from similar programs or institutions that are outside the program/institution.	Refers to the establishment of a new /desired performance level/ goal for the KPI based on the outcome of the KPI analysis.

### Approved Key Performance Indicators (KPIs)

NCAAA requires that 70% of the 27 Program KPIs can be used. Institutions should complete not less than 22 and program not less than 17 of the following KPIs.

In our KPIs, we have prepared 20 KPIs based on the NCAAA KPIs and an additional 2 KPIs from the College of Medicine.

NCAAA Standards	NCAAA/ Program KPIs	Added KPIs
<b>Standard 1:</b> Mission Goals & Objectives	<b>1</b>	
<b>Standard 2:</b> Program Administration	<b>0</b>	
<b>Standard 3:</b> Management of Program Quality Assurance	<b>3</b>	
<b>Standard 4:</b> Learning & Teaching	<b>5</b>	<b>1</b>
<b>Standard 5:</b> Student Administration & Support Services	<b>2</b>	
<b>Standard 6:</b> Learning Resources	<b>3</b>	
<b>Standard 7:</b> Facilities & Equipment	<b>1</b>	
<b>Standard 8:</b> Financial Planning & Management	<b>0</b>	
<b>Standard 9:</b> Faculty & Staff Employment Processes	<b>2</b>	
<b>Standard 10:</b> Research	<b>5</b>	
<b>Standard 11:</b> Community Service	<b>1</b>	
<b>Total</b>	<b>23</b>	<b>1</b>
	<b>24</b>	

## KPI: S 1.1

### Stakeholder's awareness rating of the mission and objectives

(Average rating on how well the mission is known to teaching staff, and undergraduate and graduate students, respectively, on a five- point scale in an annual survey)

NCAAA KPI Reference Number: S 1.1

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
90% Imam	<b>Combined: 67.33%</b> Students: 76% Alumni: 54% Faculty: 72.00%	Combined: 82.2%	Al Majmaa COM 60 % (3.0) Al Qassim COM 84 % (4.2)	90%

### Analysis:

The data shows that **67.33%** of stakeholders are aware with mission and objectives. This is an acceptable percentage especially after updating the mission. However, our new target is to raise the awareness to reach at least 90%.

**Source of data:** Online Survey.

[https://drive.google.com/drive/folders/17zaPpfX\\_QODfORPDz6FjN3uPVAXcd\\_E?usp=sharing](https://drive.google.com/drive/folders/17zaPpfX_QODfORPDz6FjN3uPVAXcd_E?usp=sharing)

### Recommendations:

1. Keep the awareness level through attaching the mission to the lecture slides by the faculty.
2. Use the media for more transmission, especially for Alumni.
3. Prepare an awareness video about the mission in Arabic and English.

### \* Explain:

#### 1. Why this internal benchmark provider was chosen?

To get the ratio of awareness in the last year with that of this year.

#### 2. How was the benchmark calculated?

A survey is performed among students, staff and faculty to get their responses about their satisfaction, the ratio of respondents to the surveyed students and staff is calculated.

#### 3. Name of the internal benchmark provider.

COM IMAM University.

**\*\* Explain:**

**1. Why this external benchmark provider was chosen?**

We chose external benchmark from universities which has Medical program similar to our Medical program and the College of Medicine established with an equal or nearer number of staff and students.

**2. How was the benchmark calculated?**

Communicating with the vice-deanship of Development and Quality at Al Majmaa College of Medicine and Al Qassim College of Medicine.

**3. Name of the external benchmark provider.**

COM -Al Majmaa University

COM - Al Qassim University

**KPI: S 3.1 (P-02)**

**Students overall evaluation on the quality of their learning experiences at the institution**  
(Average rating of the overall quality on a five-point scale in an annual survey of final year students.)

**NCAAA KPI Reference Number: S 3.1 (P-02)**

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New Target
<b>3.6</b>	M=2.9 (58%)	3.1(62%)	Al Majmaa (3.75) Al Qassim M=4.2 F=3.6	<b>3.6</b>

**Analysis:**

The data shows that the average satisfaction rate of male and female students with their quality of learning experiences at Imam COM in the academic year (2018-2019) was 2.9 out of 5. In 2017/2018, the quality of the learning experience in the program was 3.1/5. Our ratio of Male students' satisfaction is below the rate of the external benchmarks institutes.

**Source of data:**

Online survey for final years students

Average rating of the overall quality on a five-point scale in an annual survey of final year students

<https://docs.google.com/spreadsheets/d/1LLFwwvhwKutCx0aBtcnEJkGWTTW-TM3H/edit?usp=sharing&ouid=110282485803478824782&rtpof=true&sd=true>

**Sample size:**

(56) 5<sup>th</sup> year male students.

No 5<sup>th</sup> year females.

**Recommendations:**

1. Improvement of the facilities and the services provided to the students at the college and the university levels.
2. Improvement of the relation of the faculty with the students.
3. Improvement of guidance and counselling services.

**KPI: P 03**

**Students overall rating on the quality of their courses** (*Average rating of students on a five point scale on overall evaluation of courses*)

**NCAAA KPI Reference Number: P 03**

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
75%	M&F: 3.75 (75%)	M&F: 3.65 (73%)	Al Majmaa COM: 75% (3.75) Al Qassim COM: 78% (3.9)	4.0 (80%)

**Analysis:**

The data shows that the average rating of students to the courses was 3.65 (73%) in the last academic year (2017-2018), while in this year 2018/2019, the students' satisfaction about courses was 3.75 (75%) which is similar to the external benchmark. It is recommended to keep the new target of 80% student's satisfaction for the next two years.

**Source of data:**

Data are collected from the course evaluation reports received from the university. All the students participated in the survey conducted by the university to evaluate the courses through a 5-score questionnaire containing 30 questions.

**Annexes:**

<https://drive.google.com/drive/folders/1VMHIKLTGsZZ2K3vqF5A8oT0KwoLxu46?usp=sharing>

**Strengths:**

- The ratio of quality of the courses is increasing from year to year that reflects the increasing quality of the educational activities.

**Recommendations:**

- Agreement with a qualified company to perform the courses' evaluation in the College of Medicine which has special questions in addition to that of the university.

**KPI: S 3.2****Proportion of courses in which student evaluations were conducted during the year**

NCAAA KPI Reference Number: S 3.2

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
100%	(100 %)	63.4%	Al Majmaa COM: 95% Al Qassim COM 100%	100% courses

**Analysis:**

The data shows that proportion of courses in which student evaluations were conducted during the last academic year (2017-2018) was 63.4% (26:41) which is less than the internal and external benchmark while in this academic year 2018/2019 it reached 100%.

**Source of data:**

Data are collected from the course evaluation reports received from the university.

**Annexes:**

<https://drive.google.com/drive/folders/1VMHIKLTGsZZ2K3vqF5A8oT0KwoLxu46?usp=sharing>

**Strengths:**

- The rate of Course reports submission is improved.
- Administrative and support manpower was provide to the Central Quality Unit.
- Preparing a new questionnaire for medical students for proper evaluation of medical courses is under processing.

**Recommendations:**

- Adding opinions open-ended questions in the course evaluations to reflect students' own opinions.
- Providing the Central Quality Unit with new statistical program for performing course /faculty and organizers evaluations.



**KPI: S 4.1****Ratio of students to teaching staff (Based on full time equivalents).****NCAAA KPI Reference Number: S 4.1**

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
5:1	(5.5:1) M: 5.2:1 F: 5.8:1	M&F (4.3:1)	Al Majmaa COM: 3.9:1 Al Qassim COM: 4.9:1	4.5:1

**Analysis:**

The data shows that ratio of students to teaching staff was: Males & females 4.3:1 during the last academic year (2017-2018). This academic year 2018/2019 after increasing the admission of female students and stability of the staff number, the ratio became for Males (5.2:1) and for Females 5.8:1 with an average of 5.5:1.

**Source of data:** Data are collected from

- The deanship of Human Resources
- Vice deanship of academic affairs and students' affairs.
- Deanship of Registration and admission .

**Annexes:**

<https://drive.google.com/drive/folders/1UNaB47-Uuhewwx5TSrNBAXTwfqAj-9WF?usp=sharing>

**Strengths:**

- The ratio of students to staff still valid, hoping to reach the new target (4.5) in near future.
- Fair number of highly qualified faculty available for teaching our students

**Recommendations:**

- Increase the number of female staffs to be consistent with the increased number of Female students' admission.

**KPI: S 4.3****Proportion of teaching staff with verified doctoral qualifications**

NCAAA KPI Reference Number: S 4.3

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
90%	<b>89.4%</b> (152/170)	<b>86%</b> (147:171)	Al Majmaa COM: 94% Al Qassim COM: 97.7%	90%

**Analysis:** This data shows that 89.4% of teaching staff have verified doctoral qualification in academic year 2018-2019 which is improved than the internal benchmark which was 86%. It is recommended to increase the teaching staff with verified doctoral qualification to reach the target benchmark of 90%.

**Source of data:**

Office of the Vice Dean for Educational Affairs and the Directorate of Human Resources at the university.

**Annexes:**

<https://drive.google.com/drive/folders/19giLaZLp4hFwxJDZkof5VRlpxISAcTrw?usp=sharing>

**Strengths:**

- Fair number of faculty with different ranks in the College.

**Recommendation:**

- Increase the number of female teaching staff in the basic science departments with verified doctoral qualifications to increase our ratio to the target benchmark of 90%.

**KPI: S 4.4****Retention rate; Percentage of students entering programs who successfully complete first year.****NCAAA KPI Reference Number: S 4.4**

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
95%	M: 89.4% F:97.2% Average (93.3%)	M: 85.71% F:92.54% Average (89.13%)	Al Majmaa COM: 84.5% Al Qassim COM: 90.7%	M:95% F: 100%

**Analysis:** This data shows that an average of Male and Female students about 93.3% of undergraduate students were eligible to proceed to second year after their first academic year in academic year 2018-2019. The average in 2017/2018 was 89.13%. It is recommended to keep the new target of 95% for Males and 100% for Females for which all academic staff will be needed to achieve the same level of instruction.

**Source of data:** Office of Vice Dean for Educational Affairs

**Annexes:**

<https://drive.google.com/drive/folders/1GqqKgbAtVXXSFT4UMldUlhNCtRWsV0v6?usp=sharing>

**Strengths:**

- Availability of robust curriculum, proper academic counselling and educational facilities and infrastructure.

**Recommendations:**

- Keep the new target of 95 to 100% for Male and Female students respectively.
- Concentrate on first year academic counselling.

**KPI: S 4.5**

**Completion rate: Proportion of students entering undergraduate programs who complete those programs in minimum time.**

**NCAAA KPI Reference Number: S 4.5**

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
75%	67% (95/142)	75% (60/80)	Al Majmaa COM 66% Al Qassim COM: 64.3 %	80%

**Analysis:** These data show that 95 students out of 142 graduated on 2018/2019 completed the program in the minimum time (67%), while in 2017/2018 there were 60 students graduated in minimum time from the cohort admitted in 1433 who was 80 students with ratio of 75%. This actual benchmark is lower than the internal benchmark and higher than the external benchmark.

**Source of data:** Office of Vice Dean for Educational Affairs –student’s affairs unit.  
[https://drive.google.com/drive/folders/142epPr\\_1mPALHKmRQd9q3JEmb-r8a2JD?usp=sharing](https://drive.google.com/drive/folders/142epPr_1mPALHKmRQd9q3JEmb-r8a2JD?usp=sharing)

**Strengths:**

- The ratio of graduated students at a minimum time is acceptable.
- Availability of educational facilities and infrastructures that assisted the students to complete the program in time.

**Recommendations:**

- Keep the new target of 80 %.
- Provide extra counselling sessions for the students for support.

**KPI: S 4.6 (P 07)**

**Proportion of students who are employed or enrolled in postgraduate programs in the first year after graduation.**

**NCAAA KPI Reference Number: S 4.6**

Target Benchmark	Achieved Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
Employed 75%	73.1%	71%	Al Majmaa COM: 100% Al Majmaa COM: 85.7%	75%
Enrolled in PG studies 60%	53%	51.3%	NA	55%

**Analysis:** This data shows that 73.1% of graduated students are employed in academic year 2018-2019 during 1 year after graduation, while this ratio was 71% on 2017/2018. It is recommended to keep the new target of 75%, which still below the external benchmark.

About 53% of the graduates are enrolled in postgraduate studies in 2018/2019 while this ratio was 51.3% in 2017/2018 lagging behind the external benchmark.

**Source of data:**

- 1-Directorate of human resources at the university and the alumni unit.
- 2-Alumni were contacted personally and a survey were filled by the secretary.

**Strengths:**

- Our graduates are attracted by different governmental and private sectors.
- Our graduates were accepted in the most compatible post graduates specialties.

**Recommendations:**

- Encourage and guide all the graduates to be enrolled in postgraduate programs as soon as finished their internship training, by workshops and awareness activities.
- Provide counselling sessions for the graduates about career planning and employment.

**Annex: Number and ratio of Al Imam graduates Employment and PG program enrolment – 3 successive years**

[https://docs.google.com/spreadsheets/d/1vUfd4pzzkREk\\_I14Yvz7Q1muuhHB9xmLdvBaD0obr/k/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1vUfd4pzzkREk_I14Yvz7Q1muuhHB9xmLdvBaD0obr/k/edit?usp=sharing)

<https://docs.google.com/spreadsheets/d/1W6cJRcIVJgVQmue6GqWoT8xFgF9jGv4c3JDBDCzr0sU/edit?usp=sharing>

<https://drive.google.com/file/d/1Imf0-aJaqCkTmvBx9nxgrJZ5gOYuVuop/view?usp=sharing>

**KPI: S 5.3****Student evaluation of academic and career counselling.**

*(Average rating on the adequacy of academic and career counselling on a five-point scale).*

**NCAAA KPI Reference Number: S.5.3**

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
4.0 (80%)	2.5 (50%)	3.04 (60.8%)	Al Majmaa COM: 3.2 (64%) Al Qassim COM: 3.8 (76%)	4.0 (80%)

**Analysis:**

The data shows that 50% of students in the academic year 2018/219 reported that they have received counselling in the program compared to 60.8% of students in academic year 2017-2018. It is recommended to keep the new target of (4.0) 80% especially after the establishment of fully-functioning Academic Counselling unit for male and female students.

**Source of data:**

Online Survey (SurveyMonkey)

A survey is performed among students to get their responses about their evaluation of academic and career counselling .

***Students satisfaction survey 2018/2019:***

<https://drive.google.com/drive/folders/1TpRbayUL8tgDdtN0AsVsRv1A6weJgKuf?usp=sharing>

**Strengths:**

1. Participation of qualified faculty in the newly established counselling unit.

**Recommendations:**

1. Full Activation of academic counselling unit for male and female students.
2. Provision of social worker and psychiatry clinic for counselling.

**KPI: S 6.1****Number of book titles held in the library as a proportion of the number of students.****NCAAA KPI Reference Number: S 6.1**

<b>Target Benchmark</b>	<b>Actual Benchmark 2018/2019</b>	<b>Internal Benchmark 2017/2018</b>	<b>External Benchmark 2018/2019</b>	<b>New target Benchmark</b>
15:1	7.9:1	10.8:1	Al Qassim COM 24:1	15:1

**Analysis:**

The data shows that proportion of book titles to the number of students during the academic year (2018-2019) was 7.9:1 due to increased number of students compared to 2017/2018 where the ratio was 10.8:1. It is recommended to add more books to reach the new target benchmark of 15:1.

This ratio of the external benchmark (Qassim University) is over our benchmarks (<https://drive.google.com/file/d/1U98PISfxfsakpi7Ejpb3Gt0wKVL4vIC/view?usp=sharing>). Our plan is to reach the new target (15:1). According to our new planning about the upgradation of the library, we will add 1500 book titles to the library.

**Source of data:** Library records**Strengths:**

1. Availability of a well-structured wide library in the middle of the college building according to the international standards.
2. Availability of rigorous borrowing system and highly-qualified librarians.
3. Availability of professional librarian holding doctoral degree.

**Recommendations:**

1. Upgrading the library, with adding new titles to the library with recent editions in different medical fields.
2. Encouraging the students to use the Central University Library .

**KPI: S 6.4**

**Stakeholder evaluation of library services. (Average rating on adequacy of library services on a five- point scale).**

**NCAAA KPI Reference Number: S 6.4**

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
70 %	Students: (St): 3.4 (68%) (Fac): 3.35 (67%)	Students: St: 3.2 (64 %) Fac:3.62(72.6%)	Al Majmaa COM: 3.7 (74%) Al Qassim COM: 3.7 (74 %)	75 %

**Analysis:**

The data clearly showed that we achieved 68% satisfaction rate of the library services by the students in the academic year 2018/2019 compared to 64% in 2017/2018 and the faculty scored 67% satisfaction in 2018/219 compared to 72.6% in 2017/2018. It is recommended to increase this percentage to reach the target of 75% for which the library staff will be encouraged and their co-operation will be needed.

**Source of data:** SurveyMonkey

**Strengths:**

1. Presence of a variety of learning facilities and resources.

**Recommendations:**

1. Improving the learning facilities to the female campus.
2. Establishment of IT local service point in the Male & Female campuses to respond to the urgent requests of the students and faculty in joining SDL.

**Satisfaction survey 2018/2019:**

Students (18/19) <https://drive.google.com/file/d/1L24ZWKmBj5Q33MKMtJ2uHHYmCmCx9ez/view?usp=sharing>



**KPI- ( P-06)****Students' performance in the professional and/or national examinations****NCAAA KPI Reference Number: ( P-06)**

Target Benchmark	Actual Benchmark 2018/2019		Internal Benchmark 2017/2018		External Benchmark 2018/2019		New target Benchmark
					Al Majmaa:		
95%	M	F	M	F	M	F	95%
	88%	-	92%	-	83%		

**Analysis:**

The national professional exam is provided and controlled by Saudi Commission of Healthcare Specialties (SCFHS) for all medical graduates annually. Also, there is an annual progress test exam held at the same time for all Medical Colleges as a formative test to evaluate students achievements in their courses and filling the gaps that may be present.

This data shows that the performance of our graduates in the licensing exam of SCFHS in 2018/2019 was 88% pass rate almost higher than that of the external benchmark and lower than the internal benchmark.

These data are collected through data provided by SCFHS exam statistics website ([LINK](#)) .

**Strengths:**

- The level of Al Imam graduates is mostly the same as the level of other universities graduates.

**Recommendation:**

- Providing extensive awareness workshops, courses and MOCK exams to prepare the students and graduates to their national and licensure exams.

*Annex: SMLE passing rate*

<https://drive.google.com/file/d/1yB2S6XqwudUPO4t32fRILpO7TXzTpLFv/view?usp=sharing>

**KPI- ( P-08)****Average students number in the class.**

NCAAA KPI Reference Number: ( P-08)

Target Benchmark	Actual Benchmark 2018/2019		Internal Benchmark 2017/2018		External Benchmark 2018/2019		New target
					Al Majmaa:		
Classroom	M	F	M	F	M	F	M F
▪ Lecture <b>50</b>	75	50	50	40	40		50 40
▪ Practical <b>20</b>	20	10	15	10	25	-	20 10
▪ PBL <b>10</b>	10	10	10	10	10		10 10

**Analysis:**

These data show that the distribution of students in the classes (Lecture, Practicals and PBL classes) among the different years is consistent with the capacity of each class. The Lectures are given in big classrooms and the Practical sessions usually conducted in the labs with a capacity of 15-20 students. The distribution of students in the external benchmarked colleges is similar to that of Al Imam COM as all are chronographically near each other.

These data are collected from the office of vice-dean for educational affairs.

**Strengths:**

- Presence of good number of classrooms suitable for lecture, practicals and PBL sessions.
- Availability of educational facilities and state-of-arts equipment in the labs.

**Recommendation:**

- Keeping the good distribution of the students between the classrooms.

**KPI: P 09****Employers' evaluation of the program graduates' proficiency**

NCAAA KPI Reference Number: P 09

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
80 %	4.0 (80%)	3.8 (76) %	NA	90 %

**Analysis:**

The data shows that the actual target of this academic year 2018/2019 of employers' satisfaction with the quality of our graduates' skills and competencies achieved 80% which is better than their satisfaction in 2017/2018 where they achieved 76%.

We would like to increase our target benchmark to be (90%) and work towards achieving it by the co-operation of all the faculty and college administration.

Source of data: Online survey (SurveyMonkey)

**Satisfaction survey 2017/2018:**

**Employers:** <https://drive.google.com/file/d/1ZN3jCXWxiwLnIdzJBZcswRqzZ1v1J32/view?usp=sharing>

**Satisfaction survey 2018/2019:**

**Employers:** [https://drive.google.com/drive/folders/1nBYK1RaD8ub4VY5xzIPTiNakk\\_HLz3CQ?usp=sharing](https://drive.google.com/drive/folders/1nBYK1RaD8ub4VY5xzIPTiNakk_HLz3CQ?usp=sharing)

**Strengths:**

- High performance of our graduates
- Our graduates were known with their high ethics and discipline as noted from the survey open comments section.

**Recommendations:**

- Communicate the results to surgery, medicine departments and simulation center to set up an improvement plan for clinical and surgical skills.
- Continuous communication with the preparatory year deanship to follow up the performance of students in the health track and improve the English language of graduates.
- The program should sign agreements with professional hospitals for students training.

**KPI: P 10**

**Average overall Students' evaluation of the services** (Average rating on a five-point scale).

NCAAA KPI Reference Number: P 10

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
3.5 (70 %)	M: 3.4 (68 %) F: 2.9 (58%)	3.25 (65%)	Al Majmaa COM: 3.4 (68%) Al Qassim COM: M: 4.1(82%) F:3.8 (78%)	3.5 (70 %)

**Analysis:**

The data shows that the actual target of this academic year 2018/2019 of students' satisfaction with the services achieved **an average** of 6.3% (3.15) in both male and female sections . where they achieved 65% satisfaction with the services provided to them in academic year 2017-2018. We would like to keep our target benchmark as 3.5/5 (70%) and work towards achieving it by the co-operation of the college administration to provide the required services to students e.g. improving IT services, bookstore, car parking, food court etc..

**Source of data:**

Online survey

[https://drive.google.com/drive/folders/1SYTb4wkE2TMoknHqdzrNPpkrmW0rWFE\\_?usp=sharing](https://drive.google.com/drive/folders/1SYTb4wkE2TMoknHqdzrNPpkrmW0rWFE_?usp=sharing)

**Strengths:**

There is a variety of services provided to the students in the college either curricular or extracurricular.

**Recommendations:**

- Improve the quality of provided services to the students especially those related to recreation, food court, waiting places, reading areas, bookstore... etc.

**KPI: S 9.1****Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement.**

NCAAA KPI Reference Number: S 9.1

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
0 %	M: 1.78% F: 0.59% <b>Combined:1.1%</b>	1.13 %	Al Majmaa COM: <1% Al Qassim COM: 3.2 %	0 %

**Analysis:**

The rate of faculty left the institution for any reason other than age retirement this academic year 2018/2019 was **1.1%** compared to (1.13%) in 2017/2018.

**Source of data:**

Office of Vice Dean for Administrative Affairs

<https://drive.google.com/drive/folders/1h-y8EHwhi1e0iWYaD4YO1uF8PRptP7Jk?usp=sharing>**Strengths:**

- 1- Cooperative administration and healthy work environment in the college encouraged the faculty for continuation.

**Recommendations:**

- 1- Rewarding the distinguished faculty in teaching and research.
- 2- Activate the weekly or monthly staff gathering with the college administration.

**KPI: 9.2****Proportion of teaching staff participating in professional development activities during the past year**

NCAAA KPI Reference Number: S 9.2

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
90 %	98.2%	50 %	Al Majmaa COM: 80% Al Qassim COM: 92%	100%

**Analysis:**

This data shows that teaching staff participated in faculty development activity in academic year 2018/2019 achieving more than the target. From the survey distributed to the Faculty, about 166 out of 169 faculty responded that they have participated in FD activities with a ratio of 98.2% compared with 50% in the academic year 2017-2018. It is recommended to keep the new target of 100% participation of teaching staff in faculty development activity for which all academic staff will be encouraged and their co-operation will be needed.

**Source of data:** Faculty Development Program and Faculty surveys.

**Satisfaction survey 2017/2018:**

**Faculty:** [https://drive.google.com/file/d/1P4rlrBbT8UsdgVeW\\_Q\\_moQthvmd87MY/view?usp=sharing](https://drive.google.com/file/d/1P4rlrBbT8UsdgVeW_Q_moQthvmd87MY/view?usp=sharing) (Q #:12)

**Satisfaction survey 2018/2019:**

**Faculty:** <https://drive.google.com/file/d/1NR7C0C8ObreLXqFMLxZis0babQzEc3Pg/view?usp=sharing> (Q #:4)

**Strengths:**

- Availability of FDU providing annual developmental programs to the faculty

**Recommendations:**

1. Diversity of activities need to be provided including; academic, research, assessment and administrative activities.
2. Using the faculty evaluations and taking the faculty opinions in determining the required FDA annually.

**KPI: S 10.1**

**Number of refereed publications in the previous year per full time equivalent member of teaching staff (*Publications based on the formula in the Higher Council Bylaw excluding conference presentations*).**

**NCAAA KPI Reference Number: S 10.1**

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
1:5	M: 1:1.72 F: 1: 0.94 <b>1:1.33</b>	1: 1.04	Al Majmaa 1: 2.25 (45%)	1:2

**Analysis:**

These data show that the ratio of refereed publications in the academic year 2018/2019 were in the Male side 1:1.72 and in the Female side 1:0.94 (combined **1:1.33**), compared to a ratio of 1:1.04 in the year 2017/2018. It is recommended to keep the new target of 1: 2 publications in the next year per full time members of teaching staff for which all academic staff will be encouraged to perform researches and publish their output.

**Source of data:**

Office of Vice Dean for PG & Research and Faculty online surveys.

[https://drive.google.com/drive/folders/1Fnm2gW2vnsU34F\\_WnqkXp03SKSAbbAtp?usp=sharing](https://drive.google.com/drive/folders/1Fnm2gW2vnsU34F_WnqkXp03SKSAbbAtp?usp=sharing)

**How it was calculated:**

The rate of published research per faculty member is computed through the following formula:

$$\frac{\text{Total number of published papers}}{\text{The total number of faculty members}}$$

**Strengths:**

- Availability of well-equipped research center.
- Increased rate of Male faculty who has research output compared to previous years.

**Recommendation:**

- Recruiting more research assistants and technologists.
- Involving the faculty with collaborative research projects with the students and other institutions with partnership with college.

**KPI: S 10.2**

**Proportion of full-time members of teaching staff with at least one refereed publication during the previous year.**

**NCAAA KPI Reference Number: S 10.2**

<b>Target Benchmark</b>	<b>Actual Benchmark 2018/2019</b>	<b>Internal Benchmark 2017/2018</b>	<b>External Benchmark 2018/2019</b>	<b>New target Benchmark</b>
70%	M: 59.7% F: 54.3%	56%	Al Majmaa COM: 48%	70%

**Analysis:**

This data shows that 59.7% of the male staff and 54.3% of the female staff has at least one refereed publication during 2018/2019 compared with 56% of the total teaching staff in the academic year 2017-2018. It is recommended to keep the new target of 70% of the total teaching staff will have at least one refereed publication for which all academic staff will be encouraged for more research and publications.

**Source of data:**

Office of Vice Dean for Research and Faculty Surveys

[https://drive.google.com/drive/folders/1x3YiDw8aNDGVmCuFDrZkv\\_XN1ErGIq7J?usp=sharing](https://drive.google.com/drive/folders/1x3YiDw8aNDGVmCuFDrZkv_XN1ErGIq7J?usp=sharing)

**It is computed through the following formula:**

$$\frac{\text{Faculty members who published at least one research per year}}{\text{The total number of faculty members}}$$

**Strengths:**

- Availability of well-equipped research center.
- Increased rate of Male faculty who has research output compared to previous years.

**Recommendation:**

- Recruiting more research assistants and technologists.
- Involving the faculty in collaborative research projects with the students, and with other institutions which has partnership with the college.



**KPI: S 10.3**

**Number of citations in refereed journals in the previous year per full time equivalent teaching staff.**

**NCAAA KPI Reference Number: S 10.3**

<b>Target Benchmark</b>	<b>Actual Benchmark 2018/2019</b>	<b>Internal Benchmark 2017/2018</b>	<b>External Benchmark 2018/2019</b>	<b>New target Benchmark</b>
30:1	M: 37.2:1 F: 7.4:1	15:1	Al Majmaa COM: 3.6:1 Al Qassim COM: 11:1	50:1

**Analysis:**

This data shows that the citation of the publications in refereed journals of the total staff in the year 2018/2019 was 37.2:1 for males and 7.4:1 for females, while in the previous academic year 2017/2018, it was 15:1. It is recommended to increase the new target to 50:1 for the citations of the total teaching staff publications who will have at least one refereed publication where the staff will be encouraged for more research and publications .

**Source of data:**

Online Survey

<https://drive.google.com/drive/folders/1P3fHjRqbHm-fK4agZTSA4B-gH8K-AKmh?usp=sharing>

**Strengths:**

- Increased Citation of the male faculty publications than previous years

**Recommendations:**

- Encouraging the faculty for performing distinguished research and publish in peer-reviewed journals.

**KPI: S 10.4**

**Number of papers or reports presented at academic conferences during the past year per full time equivalent members of teaching staff.**

**NCAAA KPI Reference Number: S 10.4**

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
One presentation per FTF	0.76 presentation per full time staff members	0.16 presentation per full time staff members	Al Majmaa COM:5 Al Qassim COM: 1.3	One presentation

**Analysis:**

The data shows that 0.76 presentation or report presented at academic conferences in the academic year 2018/2019 where there are 126 participations in conferences reported by 166 Faculty compared to 0.16 presentation per full time staff members at academic conference during the last academic year 2017-2018. It is recommended to increase the number of presentations in academic conferences for which all academic staff will be encouraged and supported to present their work at local or international conferences.

**Source of data:** Feedback from the faculty surveys

**Satisfaction survey 2018/2019:**

**Faculty:** <https://drive.google.com/file/d/1NR7C0C8ObteLXqFMLxZIs0babQzEc3Pg/view?usp=sharing> (Q #:16)

**Recommendations:**

- Support the faculty for participation in conferences locally & abroad to present their research output and exchange the expertise.

**KPI: S 10.5****Percentage of teaching staff distribution (by academic rank) Professor, Associate Prof. Assistant Prof. Lecturers, Demonstrators**

NCAAA KPI Reference Number: S 10.4

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark																						
a) By Gender:	M: 79.30% F:20.70%	M: 76.6% F: 23.4%	Al Majmaa COM Males: 79.3% Females: 20.7%																							
b) By Rank:	<table border="0"> <tr><td>Professor</td><td>3.55 %</td></tr> <tr><td>Associate professor</td><td>8.88 %</td></tr> <tr><td>Assistant professor</td><td>79.29 %</td></tr> <tr><td>Lecturer</td><td>2.37 %</td></tr> <tr><td>Demonstrator</td><td>5.91 %</td></tr> </table>	Professor	3.55 %	Associate professor	8.88 %	Assistant professor	79.29 %	Lecturer	2.37 %	Demonstrator	5.91 %	Same actual benchmark	<table border="0"> <tr><td>Al Majmaa COM</td><td></td></tr> <tr><td>Professor</td><td>0 %</td></tr> <tr><td>Associate professor</td><td>5.3 %</td></tr> <tr><td>Assistant professor</td><td>62 %</td></tr> <tr><td>Lecturer</td><td>4 %</td></tr> <tr><td>Demonstrator</td><td>28.7 %</td></tr> </table>	Al Majmaa COM		Professor	0 %	Associate professor	5.3 %	Assistant professor	62 %	Lecturer	4 %	Demonstrator	28.7 %	Increase the ratio of staff to students to be 1:4.5
Professor	3.55 %																									
Associate professor	8.88 %																									
Assistant professor	79.29 %																									
Lecturer	2.37 %																									
Demonstrator	5.91 %																									
Al Majmaa COM																										
Professor	0 %																									
Associate professor	5.3 %																									
Assistant professor	62 %																									
Lecturer	4 %																									
Demonstrator	28.7 %																									

**Analysis:**

The data shows that staff members at the College of Medicine, Al Imam university in the academic year 2018/2019 compared to Al Majmaa COM is distinguished in the higher designations. The same ratio of staff to students is the same as last academic year 2017/2018 and it is recommended to increase the target benchmark in the coming year and increase the Female staff in some specialties in the basic science stage.

**Source of data:**

Data from the Vice Deanship for Educational affairs & College administration

<https://drive.google.com/drive/folders/1013aZtCgZ0dPY-Epk-3nhJZG1tPR3CJW?usp=sharing>

**Strengths:**

1. Availability of different ranks among the faculty.
2. Number of staffs is consistent with the number of students between males and females.

**Recommendations:**

1. Support and facilitate the promotion to high ranks.
2. Provide more female staff to the basic science courses.

**KPI: S 11.1****Proportion of full time teaching and other staff actively engaged in community service activities**

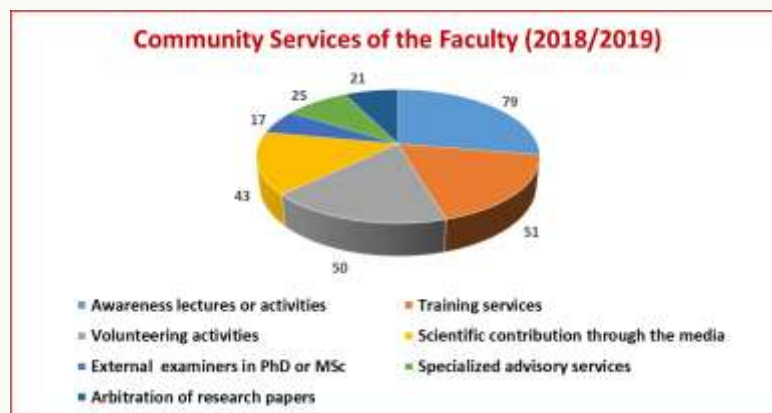
NCAAA KPI Reference Number: S 11.1

Target Benchmark	Actual Benchmark 2018/2019	Internal Benchmark 2017/2018	External Benchmark 2018/2019	New target Benchmark
100%	(98.2%)	(64.4%)	Al Majmaa 62% Al Qassim COM: 48%	100%

**Analysis:** This data shows that the proportion of full-time teaching staff and other staff actively engaged in community service activities were 166/169 with a ratio of 98.2% in the academic year 2018/2019 while it was 64.4% in the academic year 2017/2018.

In this academic year 2018/2019, there were 361 activities reported by 166 staff member out of the 169 included in the survey. These activities include the following:

- Awareness lectures or activities 79 (47.59 %)
- Training services for students or technicians from other institutes 51 (30.72 %)
- Volunteering activities 50 (30.12%)
- Scientific contribution through the media 43 (25.90%)
- External examiners in thesis of PhD or MSc 17 (10.24%)
- Specialized advisory services 25 (15.06%)
- Arbitration of research papers or reports 21 (12.65%)
- I was not involved in any community service in the past year 33 (19.88%)
- Others 15 (9.04%)



It is recommended to increase the new target benchmark as 100 for which all academic staff will be encouraged and their co-operation will be needed.

**Source of data:** Online Survey (SurveyMonkey)

**Satisfaction survey 2018/2019:**

**Faculty:** <https://drive.google.com/file/d/1NR7C0C8ObrtLXqFMLxZIs0babOzEc3Pg/view?usp=sharing> (Q #:17)

**Strengths:**

1. Increased rate of participation of faculty and students in community services.
2. Participation of students in the national events as pilgrimage season, vaccination events and international days for awareness about infectious and chronic diseases.

**Recommendations:**

1. Activation of Community Services Unit to organize the activities of the college employees in community services.

***Closing Quality loop  
2017-2018 action plan follow up***

No.	Action Recommendation of 2017-2018	Person(s)/units Responsible	Actions taken in 2018-2019	Achievement Status
1.	Increasing the awareness sessions for all students and stakeholders about the program mission	CQU	-Mission is added to the lecture slides by the faculty. -Mission banners are distributed in the college corridors, COM website, COM twitter account, WhatsApp groups.	<input checked="" type="checkbox"/>
2.	Communication with the Deanship of Admission and Registration to include all the courses to be evaluated by the students.	CQU	-a letter was sent by the dean office to the dean of the admission and registration. -all the courses are included for evaluation by the students at the end of each course.	<input checked="" type="checkbox"/>
3.	Establishment of an academic counselling and guidance unit in the college to have annual plan for students' counselling and assign groups of counsellors from the male and female faculty.	Dean of the college- Academic affairs	An academic counselling unit was established and activated.	<input checked="" type="checkbox"/>
4.	Providing academic counselling for the low achievers of students to solve their academic difficulties and increase the completion rate.	Counselling unit	The counselling unit is activated and the low achievers have a special plan, which is undergoing by the unit.	<input checked="" type="checkbox"/>

5.	Organization of various events such as career day so that our graduated student explores different opportunities.	Counselling unit	Students are attending the career day activities	<input checked="" type="checkbox"/>
6.	Provide the students with feedback about their performance in all teaching activities and assessments.	Assessment Unit	Students are informed about their performance in the formative and summative exams.	<input checked="" type="checkbox"/>
7.	Training courses for Blackboard utilization as a source of information for students.	Medical Education Department	The faculty and students are trained in using online blackboard in teaching and learning	<input checked="" type="checkbox"/>
8.	Motivating the students to participate in filling the questionnaires prepared by the questionnaires committee.	CQU	Students are motivated by direct messages that clarify the importance of these surveys.	<input checked="" type="checkbox"/>
9.	Updating the available textbooks in the library by adding recent series in different medical specialties.	Vice dean of PG -Library	A letter with the required sources was sent through the dean office to the deanship of libraries. Still waiting to receive the books . However the Central library is an excellent facility to use.	<input type="checkbox"/>
10.	Encouraging the students to visit the Central university library as it contains excellent and sufficient sources.	Vice dean of PG -Library	Students are more aware now ,about the Central university library.	<input checked="" type="checkbox"/>
11.	Establishment of a local service of IT in the College for urgent response to the requests for services.	Administrative Affair	An IT technician is available now onsite.	<input checked="" type="checkbox"/>
12.	Providing an announced annual calendar for the faculty development activities with Diversity of developmental activities in the educational, research, assessment and administrative fields.	FDU	FDU is activated with a clear plan in collaboration with the CQU.	<input checked="" type="checkbox"/>
13.	Establishment of Community Services Unit to organize and support the activities of the college.	Dean of the college	Community Services Unit have been Established.	<input checked="" type="checkbox"/>
14.	Considering the community services as one of the criteria of faculty evaluation	Vice dean of quality -CQU	A new faculty evaluation criteria and plan is being processed to be activated.	<input checked="" type="checkbox"/>

15.	Recruit more teaching staff to improve the value of the ratio of students to teaching staff, especially if the number of students is increased in the next year.	Heads of departments -Dean of the college.	New staff joined the program.	<input checked="" type="checkbox"/>
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## *New Action Recommendations KPIs 2018-2019*

No	Action Recommendation	Person(s)/units Responsible	Time for action
1.	Increasing the awareness sessions for all students and stakeholders about the program mission Through creating awareness videos .	CQU	At the beginning of the year
2.	Increasing Awareness programs for the newly admitted students to clarify their rights and obligations and the educational queries regarding teaching , learning and assessments.	Vice deanship of academic affairs	Annually at the beginning of the year for 1st year students
3.	Providing extensive awareness workshops, courses and MOCK exams to prepare the students and graduates to their national and licensure exams.	-Vice deanship of academic affairs -Medical education department	At the end of the academic year
4.	Signing agreements with professional hospitals for students training.	Vice deanship of clinical affairs and training	At the start of academic year
5.	Communicating with the head of simulation centre and head of surgery department to Improve surgical skills of the students by providing extracurricular activities.	Head of simulation centre and head of surgery department	At the start of academic year
6.	Academic counselling sessions to be condensed to the needy students and the services of the counselling unit should be announced to the students	Counselling Unit	Whole the academic year
7.	The blackboard to be activated for using it as an educational facility	Vice deanship of academic affairs	Start of the Academic year
8.	Improving the Relation of the Faculty with their students by encouraging them to use the office hours for private discussion	Head of department	Whole the academic year
9.	Providing the Central Quality Unit with new statistical program for performing course /faculty and organizers evaluations.	Vice dean of quality	Start of the Academic year

10.	Equalize the facilities usage between Male and Female sections.	College administration	Start of the Academic year
11.	Improve the quality of provided services to the students especially those related to recreation, food court, waiting places, reading areas, bookstore	College administration	Start of the Academic year
12.	Using the faculty evaluations and taking the faculty opinions in determining the required FDA annually.	CQU	Whole the academic year
13.	Involving the faculty with collaborative research projects with the students and other institutions with partnership with college.	Vice dean of research and post graduates.	Start of the Academic year

