

# KPI Report

2019/2020

Combined..

2017/2018

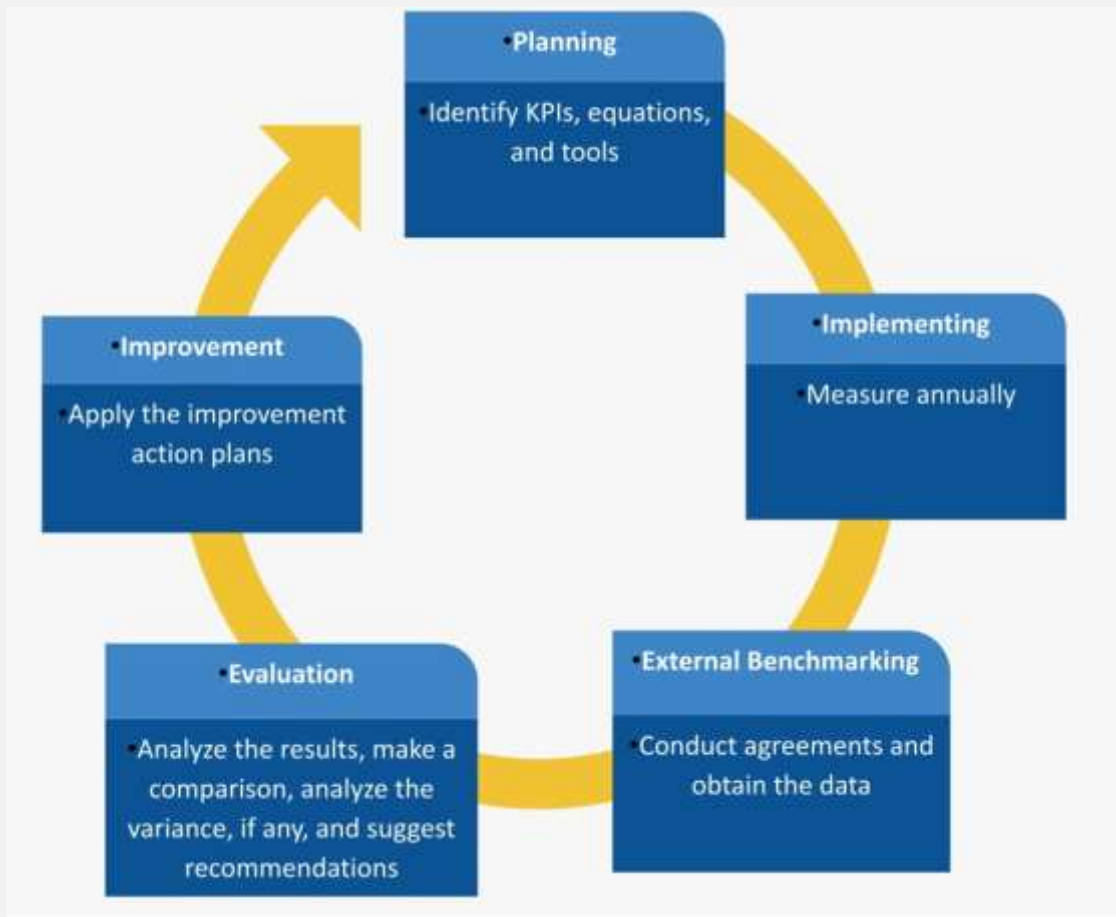
2018/2019

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					<b>CONTENT</b>				
					<b>S #</b>	<b>P #</b>	<b><u>KPI Process</u></b>		
<b>KPI No.</b>	1.	<b>S 1.1</b>	-	Stakeholder's awareness rating of the mission and objectives					
	2.		<b>P-01</b>	Percentage of achieved indicators of the program operational plan objectives					
	3.	<b>S 2.1</b>	-	Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities					
	4.	<b>S 3.1</b>	<b>P-02</b>	Students overall evaluation on the quality of their learning experiences at the institution					
	5.	<b>S 3.2</b>	-	Proportion of courses in which student evaluations were conducted during the year					
	6.	<b>S 4.1</b>	<b>P-11</b>	Ratio of students to teaching staff (Based on full time equivalents).					
	7.	<b>S 4.2</b>	<b>P-03</b>	Students overall rating on the quality of their courses					
	8.	<b>S 4.3</b>	-	Proportion of teaching staff with verified doctoral qualifications					
	9.	<b>S 4.4</b>	<b>P-05</b>	Retention rate					
	10.	<b>S 4.5</b>	<b>P-04</b>	Completion rate					
	11.	<b>S 4.6</b>	<b>P-07</b>	Proportion of students who are employed or enrolled in postgraduate programs in the first year after graduation.					
	12.		<b>P-06</b>	Students' performance in the professional and/or national examinations					
	13.		<b>P-08</b>	Average students number in the class.					
	14.		<b>P-09</b>	Employers' evaluation of the program graduates proficiency					
	15.		<b>P-10</b>	Students' evaluation of the services					
	16.	<b>S 5.3</b>	-	Student evaluation of academic and career counselling.					
	17.	<b>S 7.3</b>	<b>P-17</b>	Average overall rating of adequacy of facilities (IT, Digital library & e-learning) and equipment in a survey of teaching staff					
	18.		<b>P-12</b>	Percentage of teaching staff distribution by a) Gender b) Academic rank					
	19.	<b>S 9.1</b>	<b>P-13</b>	Proportion of teaching staff leaving the institution in the past year for reasons other than age retirement.					
	20.	<b>S 10.1</b>	<b>P-15</b>	Rate of published research per faculty member					
	21.	<b>S 10.2</b>	<b>P-14</b>	Proportion of full time members of teaching staff with at least one refereed publication during the previous year.					
	22.	<b>S 10.3</b>	<b>P-16</b>	Number of citations in refereed journals per faculty member.					

	23.	S 11-1	-	Proportion of full time teaching and other staff actively engaged in community service activities

# KPI Process



**KPI: S1****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	Actual Benchmark	Internal Benchmark		External Benchmark	Updated target
	2019/2020	2018/2019	2017/2018	2018/2019	
90%	<b>Students</b> 89% (4.45)	76% (3.8)	82.2% (4.1)	<b>Al Majmaa COM</b> 60 % (3.0)	90%
	<b>Alumni</b> 62.8% (3.14)	54% (2.7)		<b>Al Qassim COM</b> M= 88 % (4.4) F = 80% (4.0)	
	<b>Faculty</b> 71% (3.5)	72 % (3.6)	-	-	
	<b>Average</b> <b>74.27%</b>	<b>Average</b> <b>67.33%</b>	-	-	

**Analysis:**

The data shows that 89% of surveyed students (204 students) are aware with the mission and objectives in the academic year 2019/2020, which exceeds the level of awareness in the previous years due to the increased activities of the central quality unit and college in dissemination of the mission statement among students and staff. The faculty rate of awareness about the mission was 71% of targeted sample (3.5/5 Faculty response) which is satisfactory. Also, the alumni became aware about the program and college mission more than previous years with ratio of 62.8%. This is a satisfactory percentage which exceeds the external benchmark of Al Qassim and Al Majmaa Colleges of Medicine, our new target is to increase it to 90%.

The results showed a satisfactory percentage which will increase following the awareness project next year.

**Source of data:** Online Survey (Survey Monkey).

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**Strengths:**

There is obvious increase in the awareness about the mission among the stakeholders this year after applying the improvement plan through creating an awareness video to disseminate it in the social media , communication channels and the college website .

**College website:**

<https://units.imamu.edu.sa/colleges/Medicine/Pages/default.aspx>

**Awareness video:**

<https://drive.google.com/file/d/1YfREO4sJdoBwiDkxXsPVvaBxizcn83zx/view?usp=sharing>

[https://drive.google.com/file/d/1pE\\_XGKsGYtgasTeo\\_7IJaw4OrRPWTIKK/view?usp=sharing](https://drive.google.com/file/d/1pE_XGKsGYtgasTeo_7IJaw4OrRPWTIKK/view?usp=sharing)

**Recommendations:**

1. Increase the involvement of stakeholders in the revision and dissemination of the College and program missions.
2. Keeping the same level of achievement and try to increase the response rate by choosing the suitable time for surveying.

**\* Explain:**

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

To compare the ratio of awareness of stakeholder in the past year with that of this year.

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

A survey is performed among students, alumni and faculty to get their responses about their satisfaction on a 5-point Likert's scale, the ratio of respondents to the surveyed students and staff is calculated and is transformed to a percentage to compare it with the provided external benchmarks.

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

College of Medicine, 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. Also, one of the chosen Colleges (Al Qassim COM) is accredited and the other (Al Majmaa Uni.) submitted for accreditation.

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

Communication with the Vice-deans of Development and Quality at Al Qassim and Al Majmaa Colleges of Medicine, they reported that the same procedure is followed in calculating this indicator using the 5-point Likert's scale.

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

COM -Al Majmaa University

COM - Al Qassim University

**KPI: P-01**

**Percentage of achieved indicators of the program operational plan**  
NCAAA KPI Reference Number: S 2.1

Target	Achieved (2019/2020)	Internal Benchmark (2018/2019)	External Benchmark 2019/2020	New Target
80%	75%	NA	87.5%	80%

**Analysis:**

Percentage of achieved indicators of the program operational plan objectives recorded 75% which represent 12 out of 16 Indicator. There is no internal benchmarking as this is a new indicator not present in the previous performance indicators.

**Strengths:**

- 1- The support received from the College and university administration.
- 2- Availability of satisfactory facilities.
- 3- Faculty are eager for any community service chances.
- 5- Active medical education department with a clear plans for curriculum , teaching and assessment process improvement.

**Recommendations:**

- 1- Postgraduate enrolment plans.
- 2- Working on a dual research output plan to improve the percentage of research output at the level of the faculty and the students.
- 3- Improve the enrolment of the employees to attend development activities and workshop by setting a plan.

**KPI: S 2.1**

**Stakeholder evaluation of the Policy Handbook, including administrative flow chart and job responsibilities** (*Means average and Level accomplished based on survey*)

**NCAAA KPI Reference Number: S 2.1**

Target	Achieved (2019/2020)	Internal Benchmark (2018/2019)	External Benchmark 2019/2020	New Target
80% Al Imam COM	82% (4.1/5)	N/A	Al Majmaa COM 45 % (2.25/5)	85%

**Analysis:**

The data shows that the actual benchmark of stakeholders: 82% (4.1/5) of faculty regarding the governance and administrations at the college is satisfactory. The internal benchmark of last years not applicable. The actual benchmark is greater than the external benchmark of Al Majmaa COM. As the target benchmark was achieved, so the new target is increased. Source of data: Online Survey (SurveyMonkey).

**Strengths:**

- The regular faculty development activities addressing the various academic management issues.
- The continuous support from the university's and the college's administrations for the spread of the culture of leadership.
- Clear job description for all positions at the college.
- Clear policies and procedures for all practices at the college.

**Recommendations:**

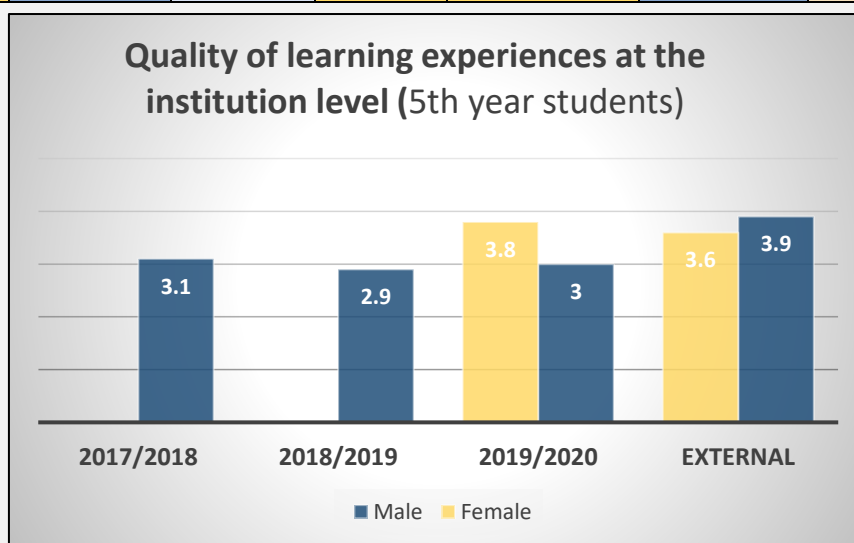
- Dissemination of administrative documents related to roles, responsibilities, policies, procedures and regulations through website of the college and through the communication channels like WhatsApp groups of the departments..

**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.)**

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

Target Benchmark	Achieved Benchmark		Internal Benchmark		External Benchmark		New target
	2018/19	2019/20	2017/18	2018/19	2018/19	2019/20	
3.6	M=2.9	(M) 3 (F) 3.8	3.1	M=2.9	Al Qassim M=4.2 F=3.6	(M) 3.9 (F) 3.6	3.6
		Average: 3.4			Al Majmaa (3.75)	Average: 3.75	
						-	

**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 last academic year (2018-2019) was 3 out of 5. In 2019/2020 evaluation, there is an increase in the satisfaction of 5<sup>th</sup> year students (Males 56 out of 130 and Females 20 out of 32) about the quality of the learning experience in the program compared to that of the last year, the satisfaction rate of Males was 3 and Females was 3.8/5 with a total average of 3.4/5. This decreased satisfaction rate this year might be due to the disturbance that occurred in the study because of the timing of the data collection during COVID-19 with the new era of online teaching and online exams which was consuming the students time and interest.

**How it was calculated:**

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

**Sample size:**

18 female student = 56.3 %

56 Male student = 47 %

Students satisfaction survey analysis:

[link](#)



**Strengths:**

1. The satisfaction of the female students is higher than the external benchmark average which indicates that the college plan of improving the female facilities is going through the right path as the satisfaction is increasing, especially after the equalization between the male and female students in all the aspects.
2. Action plans are in place to improve the results of these indicators and student's satisfaction as these are the core of other indicators of this standard.

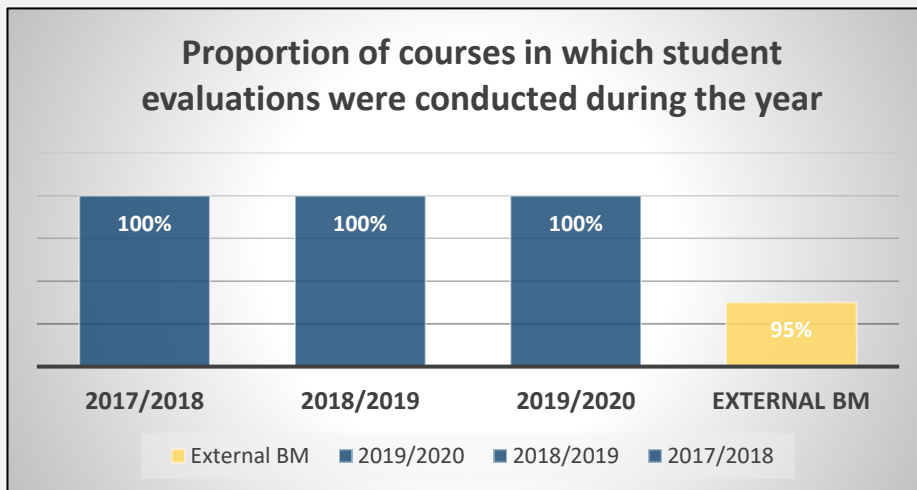
**Recommendations for improvement:**

1. Improvement of the food court and transportation services
2. Academic affairs and students counsel , will be advised to clarify the Grievance and appeal services to the students
3. The blackboard to be activated for using it as an educational facility
4. Focusing on the improvement of the facilities and the services provided to the students at college and the university levels.

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

NCAAA KPI Reference Number: S 3.2

Target	Actual Benchmark (2019/2020)	Internal Benchmark (2018/2019)	External Benchmark 2019/2020	New Target
100% Al Imam COM	100 %	100 %	Al Majmaa COM: 95% Al Qassim COM 100%	100%

**Analysis:**

The data shows that proportion of courses in which student evaluations were conducted during the past academic year (2017-2018) was 100% which meets the external benchmark of Al Qassim COM, while this academic year 2018/2019 due to enhancement of the course organizers to submit their annual reports in time during the processes of academic accreditation.

**Strengths:**

- Course and program reports are regularly submitted and reviewed.
- Support of the Central Quality Unit with manpower who are involved in the plan to assure the quality in its activities.
- Preparing a new questionnaire for medical students to be able to express their opinions in an open-ended questions.

**Recommendations for improvement:**

- the Central Quality Unit should lunch the new statistical program (Blue) for performing the course evaluations by students in a manner reflecting students' opinions in open-ended questions.
- Updating the electronic and inventory facilities at the CQU.

**Annexes: course evaluations table:**

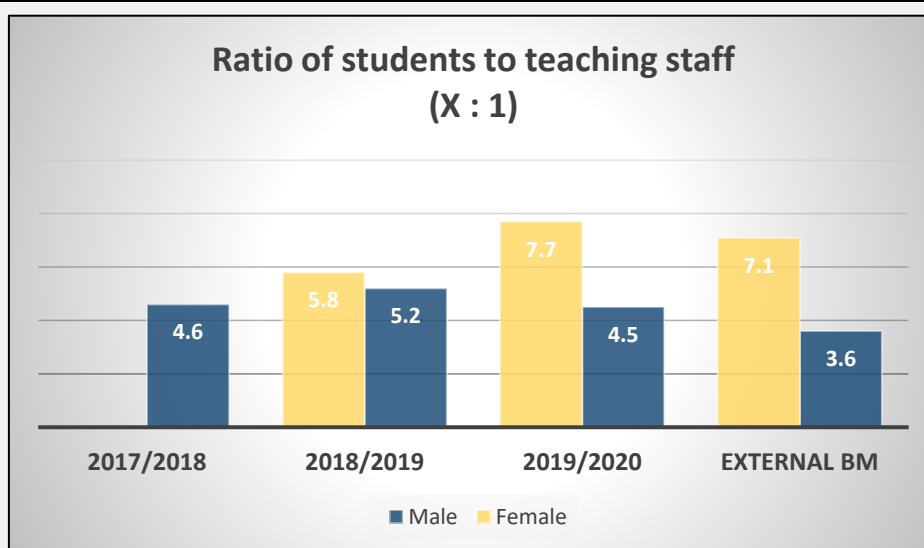
[https://docs.google.com/document/d/1bCbXF0uVXyL8eUG\\_WZL9X3LD0jXnJuJZKiqDG8OM9-k/edit?usp=sharing](https://docs.google.com/document/d/1bCbXF0uVXyL8eUG_WZL9X3LD0jXnJuJZKiqDG8OM9-k/edit?usp=sharing)

**KPI: S 4.1 (P-11)**

**Ratio of students to teaching staff (Based on full time equivalents).**

NCAAA KPI Reference Number: S 4.1 (P-011)

Target	Actual Benchmark				Internal Benchmark				External Benchmark		New target Benchmark
	2018/2019		2019/2020		2017/2018		2018/2019		2018/2019	2019/2020	
M: 5.5:1 F: 6:1	M	5.2:1	M	4.5:1	M	M&F 4.3:1	M	5.2:1	Al Majmaa: 3.9:1	-	M: 5:1 F: 5.5:1
	F	5.8:1	F	7.7:1	F		F	5.8:1	Al Qassim: M=3.8:1 F= 7.1:1	M: 3.6:1 F: 7.1:1	



**Analysis:**

The data shows that the ratio of students to teaching staff was (4.3:1) during the previous academic year (2017-2018), and in the academic year 2018/2019 after increasing the admission of female students and stability of the staff number, the average ratio of males and females to staff became (5.5:1), for male side became 5.2:1 and for female side 5.8:1, while in 2019/2020 the average ratio was around (6.1 :1), for Male side 4.5:1 and for Female side 7.7:1. Our ratio still valid and is around the external benchmarks ratio although the number of students at Al Qassim COM & Al Majmaa COM are less than that of us.

**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

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

**Strengths:**

- Our ratio of students to staff still valid and near the external benchmark, hoping to reach the new target (5.2) in near future.
- Fair number of highly qualified faculty available for teaching our students

**Recommendations:**

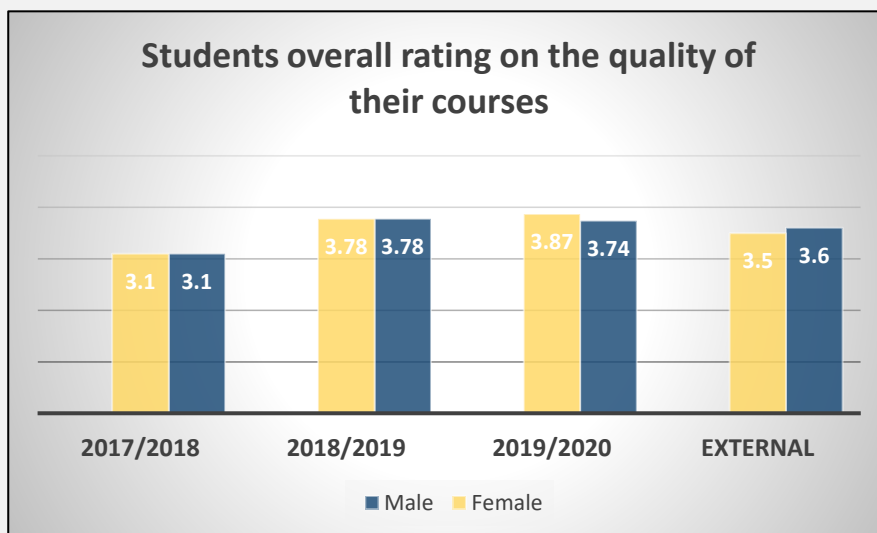
- Increase the number of female staff to cope with the increased number of Female students' admission.
- A request will be raised to the college authority to take the due action regarding recruiting more female staff.

**KPI: S 4.2 (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: S 4.2 (P-03)**

Target Benchmark 18/19-19/20	Actual Benchmark				Internal Benchmark		External Benchmark		New target Benchmark		
	2018/2019		2019/2020		2017/2018	2018/2019		2018/2019		2019/2020	
M: 4.0 F: 4.0	M	3.75	M	3.74	M	M&F 3.65	M	3.75	Al Majmaa: 2.8	-	M: 4.0 F: 4.0
	F	3.75	F	3.87	F		F	3.75	Al Qassim: M: 3.8 F: 3.5	M: 3.6 F: 3.5	

**Analysis:**

The data shows that the overall evaluation of quality of courses as perceived by the students was 3.65/5 of students in academic year 2017-2018, while in 2018/2019 the quality of courses was (M& F= 3.75) which highly improves and in 2019/2020 the response was (M =3.74 and F= 3.87) which is stabilized or improved. All the students participated in the survey conducted by the university to evaluate the courses through a 5-score questionnaire containing 30 questions. It is recommended to keep the new target of 4.0 for overall evaluation of the quality of the courses.

**Source of data:** Data are collected from the course evaluation reports received from the university.

**Sample size:**

Most of the students do evaluate the courses. it is mandatory to answer the survey before exposing the final grades of the course as a systematic process.

**Strengths:**

- The ratio of quality of the courses is increasing from year to year that reflects the increasing quality in management and conduction of the educational activities.
- Satisfying number of students participated in the surveys to give their opinions.

**Annexes:**

[https://docs.google.com/document/d/1bCbXF0uVXyL8eUG\\_WZL9X3LD0jXnJuJZKiqDG8OM9-k/edit?usp=sharing](https://docs.google.com/document/d/1bCbXF0uVXyL8eUG_WZL9X3LD0jXnJuJZKiqDG8OM9-k/edit?usp=sharing)

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

NCAAA KPI Reference Number: S 4.3

Target Benchmark	Actual Benchmark		Internal Benchmark		External Benchmark		New target Benchmark
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
					Al Majmaa: 94%	-	
90%	89.4% (152/170)	89.5% (154/172)	86% (147:171)	89.4% (152/170)	Al Qassim: M=96.8% F=100%	-	90%

**Analysis:**

This data shows that 89.5% of faculty have verified doctoral qualification in academic year 2019/2020, the ratio was (154/172) and in 2018-2019 the ratio was 89.4% (152/170), while in 2017/2018 it was 86% (147/171). The remaining percentage is due to presence of Demonstrators and lecturers with Master degrees only. The external benchmark ratio in 2018/2019 was better than our ratio, bearing in mind that the number of teaching staff in both colleges at al Majmaa and Al Qassim is less than the number of teaching staff in our college. The ratio of Female faculty are 35% and the Males are 65% of the total number of Faculty this year 2019/2020. 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.

**Strengths:**

- Fair number of faculty with different ranks in the College.
- About 50% of the faculty holding MD degree and 31% holding PhD degree and the other 19% are holding Board and Fellowship degrees which all are equalized as a Doctoral degrees.

**Recommendation:**

- It is recommended to 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%.

**Annexes:**

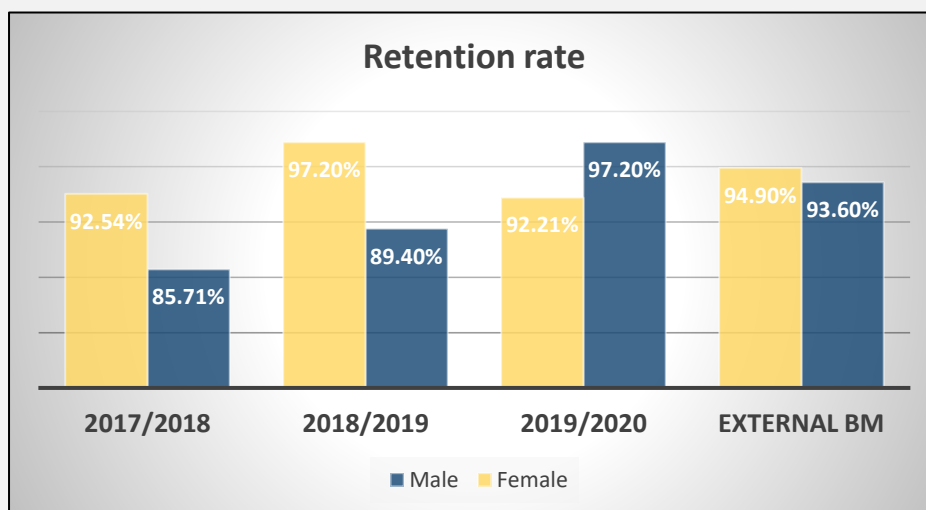
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**KPI: S 4.4 (P-05)****(Retention rate); Percentage of students entering programs who successfully complete first year.****NCAA KPI Reference Number: S 4.4 (P-05)**

Target Benchmark 18/19-19/20	Actual Benchmark		Internal Benchmark		External Benchmark		New target Benchmark				
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020					
M: 95% F: 100%	M	89.40%	M	97.20%	M	85.71%	M	89.40%	Al Majmaa: 84.5%	-	M:95% F:100%
	F	97.20%	F	92.21%	F	92.54%	F	97.20%	Al Qassim: M&F 90.7%	M: 93.6% F: 94.9%	

**Analysis:**

This data shows that (89.40 % Males and 97.20% Females) of full time, undergraduate students were eligible to proceed to second year after their first academic year in academic year 2018-2019.

The average male and female students passed the final examinations were 200 student out of 213 students sat for the final examinations.

For this academic year 2019/2020, the rate of students passed the 1<sup>st</sup> year and promoted to 2<sup>nd</sup> year was 97.2 % (Males) and 92.21 % (Females). The male ratio is much better than the external benchmarks while the female ratio was below the external benchmark and the internal benchmark.

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

<https://drive.google.com/drive/folders/1GqqKgbAtVXXSFT4UMldUIhNCtRWsV0v6?usp=sharing>

**Strengths:**

- The ratio of retention of students after passing 1<sup>st</sup> year reflected the quality of the educational process.
- Availability of robust curriculum, proper academic counselling and educational facilities and infrastructure.

**Recommendations:**

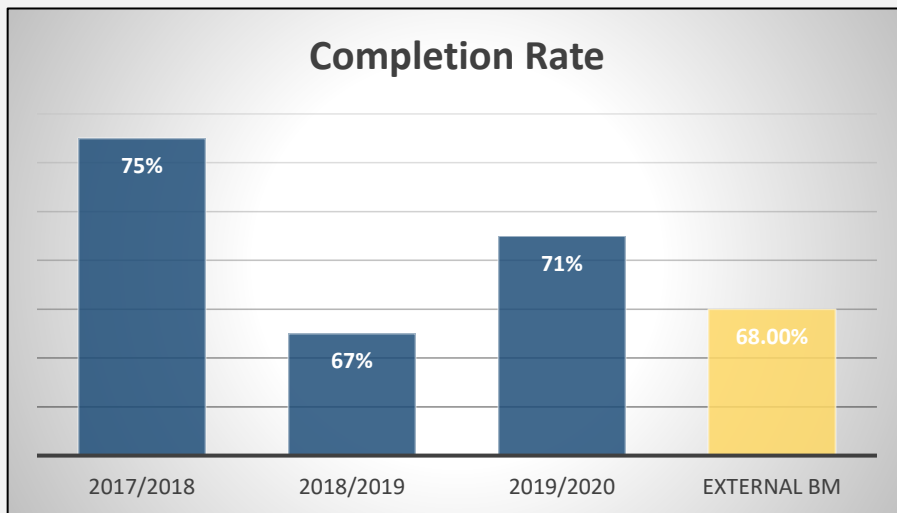
- It is recommended to keep the new target of 95% for which all-academic staff will be encouraged and their co-operation will be needed to achieve the same level of instruction.
- Investigate the causes of low retention of female students compared to the past year.

**KPI: S 4.5 (P-04) ↗↗**

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

**NCAAA KPI Reference Number: S 4.5 (P-04)**

Target	Actual Benchmark				Internal Benchmark				External Benchmark		New target 20-21
	2018/2019		2019/2020		2017/2018		2018/2019		2018/2019	2019/2020	
M: 80 %	M	67 %	M	71 %	M	75 %	M	67 %	Al Majmaa: 66%	-	M:80%
									Al Qassim: M: 62.0% F: 69.4%	M: 64.7% F: 71.4%	



**Analysis:**

These data show that 71 % of full time male students completed the program in minimum time in academic year 2019-2020, which is above external benchmark, There were no female graduates during the last academic years, the first female cohort will complete the program on 2020/2021.

**Source of data:** Office of Vice Dean for Educational Affairs –student’s affairs unit.

**Strengths:**

- The ratio of graduated students at a minimum time is promising, compared to the external benchmarked program.
- Availability of robust curriculum and educational facilities and infrastructures that assisted the students to complete the program in time.

**Recommendations:**

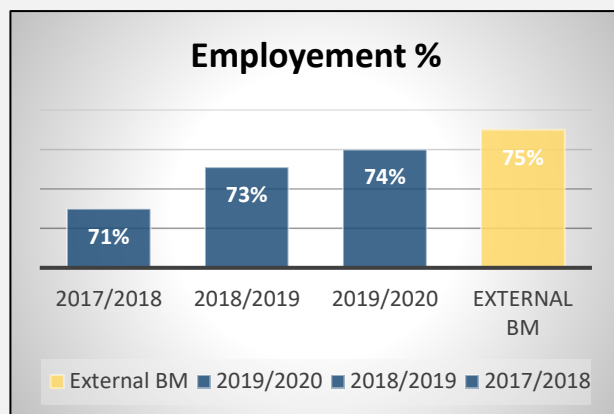
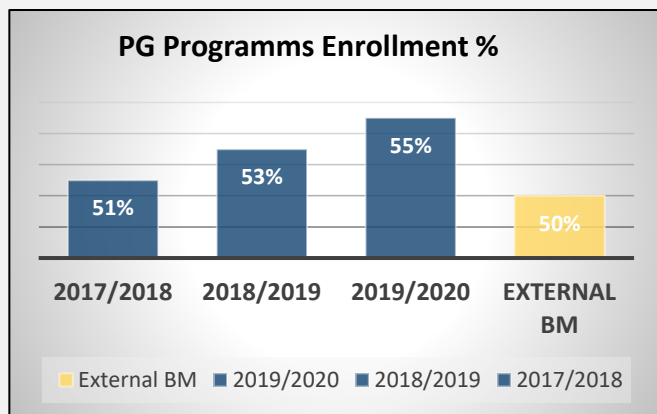
- It is recommended to keep the new target of 80 % .
- Provide extra counselling sessions for the students for support.

**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 (P-07)

Target Benchmark 18/19-19/20	Actual Benchmark				Internal Benchmark				External Benchmark		New target Benchmark
	2018/2019		2019/2020		2017/2018		2018/2019		2018/2019	2019/2020	
<b>Enrolled in PG programs</b> 55%	M	53 %	M	55.65 %	M	51.3%	M	53 %	Al Majmaa 85.7% Al Qassim: 75%	Al Qassim 50%	65%
<b>Employed</b> 75%	M	73.10 %	M	74 %	M	71 %	M	73.10 %	Al Majmaa 97% Al Qassim: 75%	Al Qassim 75%	85%



**Analysis:**

**Enrollment in Postgraduate Programs:**

The data shows that in the academic year 2017/2018, the ratio of enrollment in the postgraduate programs was 51 % of the graduated Male students, while in 2018/2019, the ratio was improved and reached 53%, after that in 2019/2020 the ratio reached 55 % . The results are higher than the external benchmark for 2019/2020.

**Employment ratio:**

The data showed that during the academic year 2017/2018, about 71 % of the graduates employed. In 2018/2019, about 73% of the graduates have been employed; In 2019/2020 about 74% of the graduates have been employed. These data are considered minimally lower than 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.

**Annex: Number and ratio of Al Imam graduates Employment and PG program enrolment**

- [https://docs.google.com/spreadsheets/d/1vUfd4pzzkREk\\_Ii4Yvz7Q1muuhHB9xmLdvBaD0obrfk/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1vUfd4pzzkREk_Ii4Yvz7Q1muuhHB9xmLdvBaD0obrfk/edit?usp=sharing)
- <https://docs.google.com/spreadsheets/d/1W6cJRcIVJgVQmue6GqWoT8xFgF9jGv4c3JDBDCzr0sU/edit?usp=sharing>
- <https://drive.google.com/file/d/1Imf0-aJaqCkTmvBx9nxqrJZ5qOYuVuop/view?usp=sharing>

**ALUMNI EMPLOYEMENT DATA:**

- <https://docs.google.com/spreadsheets/d/1rjkCHKhoVcbfAjBvRKbP-BrXNec4vKJ3/edit?usp=sharing&ouid=110282485803478824782&rtfpof=true&sd=true>

**Strengths:**

- Our graduates are welcomed by the private and governmental sectors for employment due to their distinguished level.



- Our graduates were accepted even in the most compatible post graduates specialties like dermatology ,plastic surgery ,ENT and Radiology.

**Recommendations:**

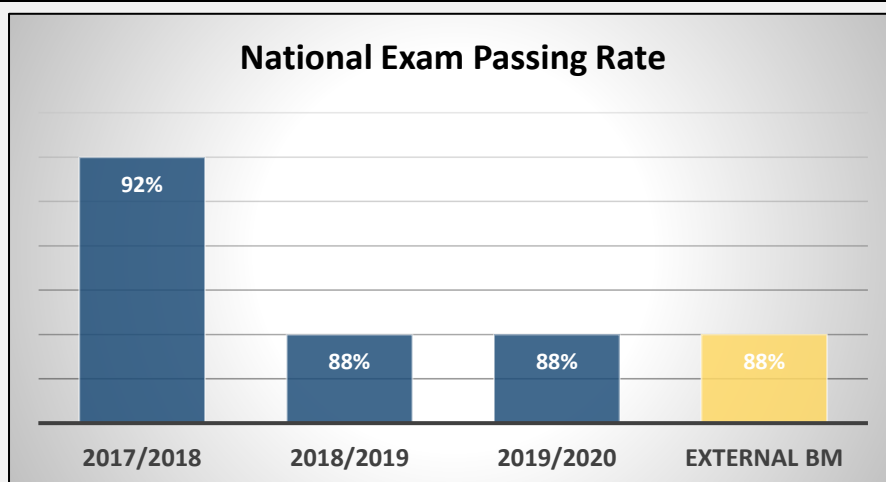
- It is recommended to encourage and guide all the graduates to be enrolled in postgraduate programs as soon as finished their internship training, by career counselling , workshops and awareness activities.
- Provide counselling sessions for the graduates about career planning and employment.

**KPI- ( P-06) ↗↗**

**Students' performance in the professional and/or national examinations**

NCAAA KPI Reference Number: ( P-06)

Target Benchmark	Actual Benchmark				Internal Benchmark				External Benchmark				New target Benchmark
	2018/2019		2019/2020		2017/2018		2018/2019		2018/2019		2019/2020		
	M	F	M	F	M	F	M	F	Al Majmaa:		Al Qassim:		
M=90%	88%		89%		92%		88%		83%		89%	87%	M=90%



**Analysis:**

The national professional exam is provided and controlled by Saudi Commission Of Healthcare Specialties (SCFHS) for all medical graduates annually

This data shows that the performance of our graduates in the licensing exam of SCFHS in 2019/2020 was about 89 % pass rate almost equal to that of the external benchmark, while in 2018/2019 was 88% higher than the external 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 more extensive workshops , courses and MOCK exams to prepare the graduates to their national exams.  
 -conveying the results to the medical education department annually for curriculum improvement plans.

*Annex: SMLE passing rate for 3 years*

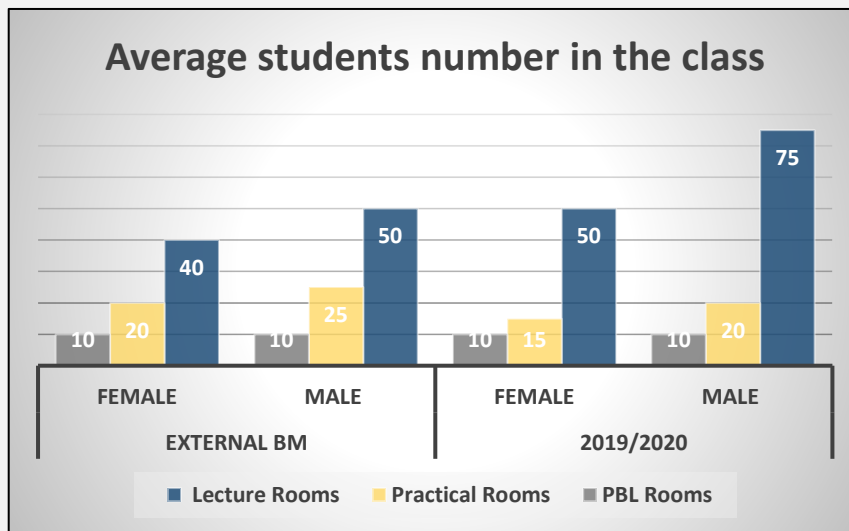
[https://drive.google.com/drive/folders/1N5-jC4\\_8kYQVAdzFhcQhcX-GJMProq1?usp=sharing](https://drive.google.com/drive/folders/1N5-jC4_8kYQVAdzFhcQhcX-GJMProq1?usp=sharing)

**KPI- ( P-08)**

**Average students number in the class.**

NCAAA KPI Reference Number: ( P-08)

Target	Acheived				Internal Benchmark				External Benchmark				New target	
	2018/2019		2019/2020		2017/2018		2018/2019		2018/2019		2019/2020			
	M	F	M	F	M	F	M	F	Al Majmaa:		Al Qassim:			
<b>Classroom</b>	M	F	M	F	M	F	M	F	M	F	M	F	M	F
▪ Lecture 50	75	50	75	50	50	40	75	50	40	-	50	40	M	F
▪ Practical20	20	10	20	15	15	10	20	10	25	-	25	20	50	40
▪ PBL 10	10	10	10	10	10	10	10	10	10	-	10	10	20	10
													10	10



**Analysis:**

This data shows 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.

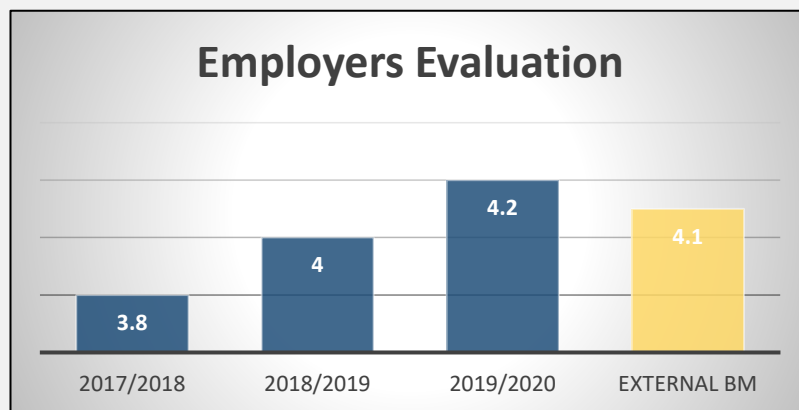
**Recommendation:**

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

## Employers' evaluation of the program graduates proficiency

NCAAA KPI Reference Number: ( P-09)  
Reference

Target Benchmark	Actual Benchmark				Internal Benchmark				External Benchmark				New target Benchmark
	2018/2019		2019/2020		2017/2018		2018/2019		2018/2019		2019/2020		
	M	F	M	F	M	F	M	F	Al Majmaa:		Al Qassim:		
4.0	M	F	M	F	M	F	M	F	M	F	M	F	4.5
	4.0		4.2		3.8		4.0		4.0		4.1		



### Analysis:

This data shows that the evaluation of the employers to our graduates levels appreciated being achieved 4.2/5 (84%) in 2019/2020 compared to 4/5 (80%) in the academic year 2018/2019 and 3.8/5 (78%) in the academic year 2017/2018. The average evaluation is equal to the external benchmark. These data are collected through a survey sent to the employers at Riyadh city prepared by the central quality unit

### Employers satisfaction survey results:

<https://drive.google.com/file/d/1itqqOaL1dpcDk9y8rUjxSvHzc2pxNoc6/view?usp=sharing>

### Strengths:

- The level of Al Imam graduates is mostly the same as the level of other universities graduates.
- High performance of our graduates
- Our graduates were known with their high ethics as noted from the survey open comments area..

### Recommendation:

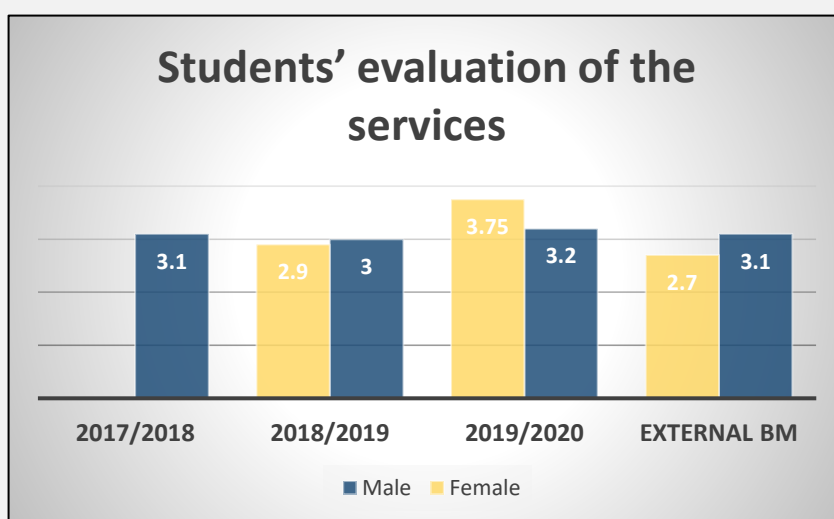
- Conveying the results to surgery, medicine departments and simulation center to set up an improvement plan for clinical and surgical skills.

**KPI: (P-10) ↗↗**

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

**NCAAA KPI Reference Number: P-10**

Target	Achieved	Internal Benchmark		External Benchmark		New target
(2019/2020)	(2019/2020)	(2018/2019)	2017/2018	(2019/2020)	(2018/2019)	
M=3.5 F= 3.5	M =3.2 F =3.75	M =3.00 F = 2.9	M&F 3.1	Al Majmaa -	Al Majmaa 3.4	M=3.5 F= 3.5
				Al Qassim M= 3.10 F= 2.70	Al Qassim 3.8	



**Analysis:**

This data shows that the satisfaction rate of students about the services in 2019/2020 was 3.2 /5 for Males and 3.75 /5 for Females while in 2018/2019, the ratio was 3/5 for Males and 2.9/5 for Females compared to 3.1 for males and females in 2017/2018.. The ratio in 2018/2019 is lower than Al Majmaa COM and Al Qassim COM but in 2019/2020 it is around the ratio of Al Qassim COM.

Source of data: SurveyMonkey questionnaire distributed to students and analyzed by the central quality unit.

**Strengths:**

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

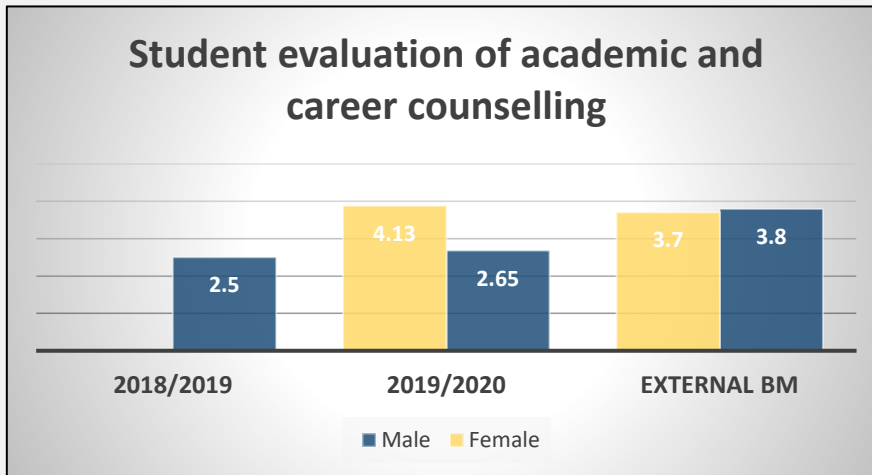
**Recommendations:**

- Improve the quality of provided services to the students specially in providing a satisfactory source for food like a cafeteria.
- Activation of blackboard in the college.

**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)

Target Benchmark	Actual Benchmark (2019/2020)	Internal Benchmark		External Benchmark 2018/2019	New Target
		(2018/2019)	(2017/2018)		
4.0	M=2.65 F=4.13  Average: 3.39	M&F 2.5	3.04	Al Majmaa COM: 64 % (3.2) Al Qassim COM: M: 76 % (3.8) F: 74 % (3.7)	4.0

**Analysis:**

The data shows that the average evaluation rate of students of the career counselling was 3.28/5 in both males and females in the academic year 2019/2020 which was improved than in the academic year 2018/2019 which was 2.5/5 as an average rate while in 2017/2018 it was acceptable with ratio of 3.04/5. This indicates that the students are satisfied with the services of academic and career counselling that were adequate and useful for planning for their career. Our benchmark is around the external benchmark.

**Source of data:** Online Survey (SurveyMonkey) by the central quality unit.

[https://docs.google.com/spreadsheets/d/1VriWhu3yP\\_-DrF-Tz-1Hoto8bY3g8sLSMsK1DQ\\_09b0/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1VriWhu3yP_-DrF-Tz-1Hoto8bY3g8sLSMsK1DQ_09b0/edit?usp=sharing)

**Strengths:**

1. Presence of well-established academic counselling unit for male and female students.
2. Participation of qualified faculty in the counselling services.

**Recommendations:**

1. It is recommended to keep the new target of 4.0/5 overall rating from graduate students.
2. It's recommended to survey the students who received counselling to measure their satisfaction in a more accurate way.

**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 (2018/2019)	Actual Benchmark		Internal Benchmark		External Benchmark		New Target
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
(3.6) 72 %	Students: (3.4) 68.6%	Males: (3.83) 76.6 % Females: (2.2) 44%	(3.2) 64 %	(3.4) 68.0%	Al Majmaa: (4.0) 80%	-	(4.0) 80 %
	Faculty: (3.35) 67%	Faculty: (3.48) 70.0%	(3.63) 72.6%	(3.35) 67%	Al Qassim: M(3.9) 78 % F(3.4) 68 %	Al Qassim: M(3.4) 68% F(3.6) 72%	

**Analysis:**

The data clearly showed that:

- in **2019/2020**, the rate of library services satisfaction for **Male** students was (3.83) 76.6 % and in the **female students** (2.2) 44% and for the **Faculty** (3.48) 70.0%.
- in **2018/2019**, the rate of library services satisfaction for **All students** was (3.4) 68.0% and for the **Faculty** was (3.35) 67%.
- in **2017-2018**, the rate of library services satisfaction for **All students** was (3.2) 64% and for the **Faculty** was (3.63) 72.6% which was satisfactory.

The low satisfaction rate of the female students, who are included separately in the survey in the academic year 2019/2020, is due to lack of actual separate library in the female campus and this problem is solved this year through scheduling the female students to share the Male library in addition to the Central library at the university.

**Source of data:** Library records and SurveyMonkey by the Central Quality Unit.

**Strengths:**

1. Satisfaction rate is better than previous years.
2. Reasonable response rate from the faculty compared to students.

**Recommendations:**

1. Encouraging female students to use the male library and the Central library at the university.
2. It is recommended to increase this percentage to reach the target of (4.0) 80%

**Annexes:** (Students and Faculty Surveys 18/19 -19/20)

Faculty(1) [https://drive.google.com/file/d/1zgMsxBR8KgV\\_fGmz3qSTdkEn-63ulqg8/view?usp=sharing](https://drive.google.com/file/d/1zgMsxBR8KgV_fGmz3qSTdkEn-63ulqg8/view?usp=sharing)

Faculty (2) [https://drive.google.com/file/d/1OhqpO8leDRk1WX\\_MEh9hHH8g5kMUeUqq/view?usp=sharing](https://drive.google.com/file/d/1OhqpO8leDRk1WX_MEh9hHH8g5kMUeUqq/view?usp=sharing)

Students (1) <https://drive.google.com/file/d/1L24ZWKmBj5Q33MKMtJ2uHHYmaimCx9ez/view?usp=sharing>

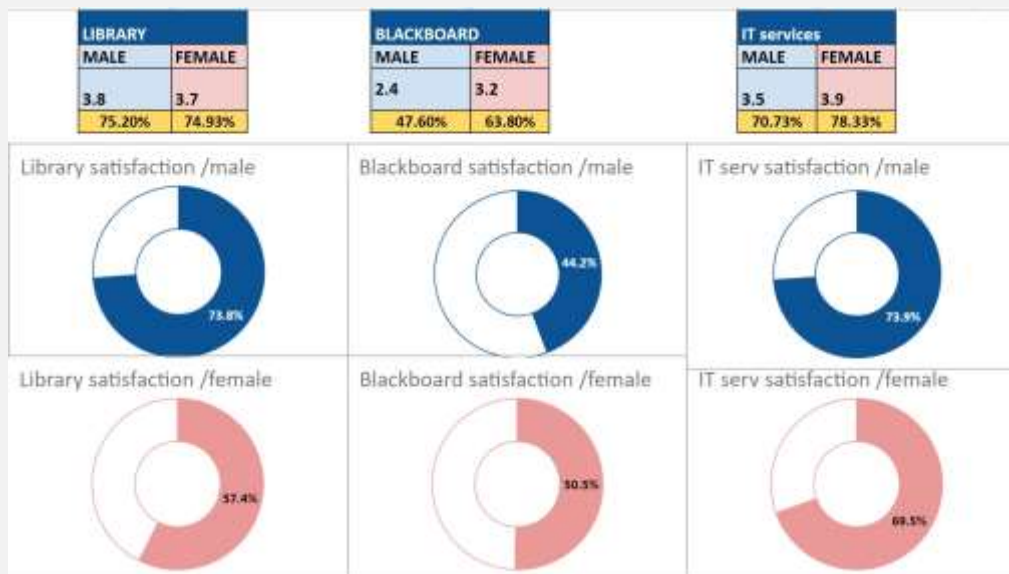
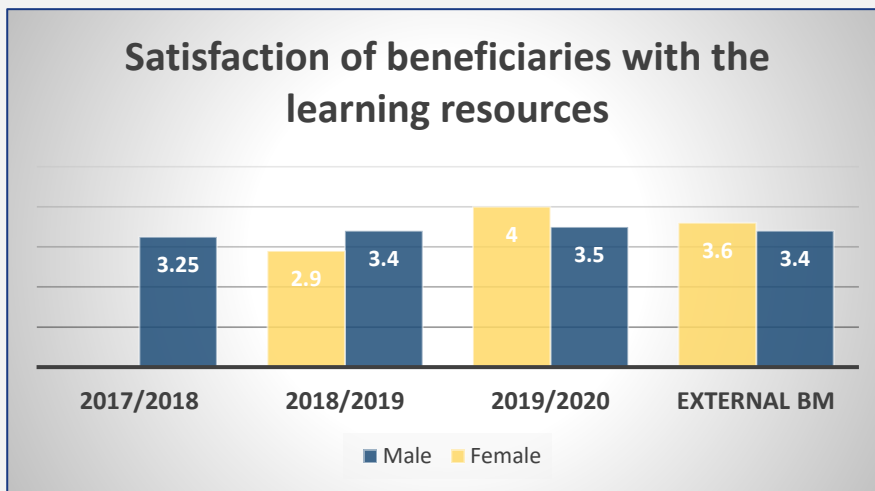
Students (2) <https://drive.google.com/file/d/1UtQglRRpINxYOUmdNzixXo-fL3bSZEHN/view?usp=sharing>

**KPI: (P-17) ↗↗**

**Satisfaction of beneficiaries with the learning resources**

NCAAA KPI Reference Number: S 7.3 (P-17)

Target Benchmark	Actual Benchmark		Internal Benchmark		External Benchmark		New target Benchmark
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
(3.75) 75%	M:(3.4) F:(2.9)	M: (3.5) F: (4)	M&F (3.25)	M:(3.4) F:(2.9)	Al Majmaa: (4.0)	-	(4.0)
					Al Qassim: (3.5)	Students M:(3.4) F: (3.6)	



**Analysis:**

The data clearly showed that the satisfaction rate of the facilities provided (Library, IT, Digital Library & E-learning and equipment) among the Students was as follows:

- in **2019/2020**, students' satisfaction was (M=3.5 & F=4.0)
- in **2018/2019**, students' satisfaction was (M=3.4 & F=2.9)
- in **2017/2018**, students' satisfaction was (M&F= 3.25) .

Our ratio is higher than the external benchmarks.



**Source of data:** Surveys by the Central Quality Unit.

<https://drive.google.com/drive/folders/1hRw9P7bXJL6EHLFIJWkPiRUFYBig09E-?usp=sharing>

**Strengths:**

1. Presence of a variety of facilities and equipment.
2. Participation rate of Students in the surveys is increased compared to the previous years which is an indicator for their awareness about the benefit of the surveys in planning.
3. Action plans were set for improvement and continuous update in learning resources through allowing the female students to share the male laboratories, morgue and library according to specific schedules for visit.

**Recommendations:**

1. Providing more facilities to both male and female campuses.
2. Awareness about the available services of IT section in the college of medicine .
3. There is a need for the activation of online blackboard in the college.

**Action plans** were set for improvement and continuous update in learning resources through allowing the female students to share the male laboratories, morgue and library according to specific schedules for visit.

***Annexes: (Students and Faculty Surveys 17/18, 18/19 &19/20)***

Students(17/18) [https://drive.google.com/file/d/1\\_dZzPtqJPNjTJaIP8DjxvDHYK783jGdc/view?usp=sharing](https://drive.google.com/file/d/1_dZzPtqJPNjTJaIP8DjxvDHYK783jGdc/view?usp=sharing)

Students (18/19) <https://drive.google.com/file/d/1L24ZWkmbj5O33MKMtJ2uHHYmaimCx9ez/view?usp=sharing>

Students (19/20) <https://drive.google.com/file/d/1UtOglRRpINxYOUmdNzixXo-fL3bSZEHN/view?usp=sharing>

Faculty (17/18): [https://drive.google.com/file/d/1lzCuwXbwyIL\\_il7iaT9O4IEmwFDmG2ED/view?usp=sharing](https://drive.google.com/file/d/1lzCuwXbwyIL_il7iaT9O4IEmwFDmG2ED/view?usp=sharing)

Faculty(18/19) [https://drive.google.com/file/d/1zgMsxBR8KgV\\_fGmz3qSTdkEn-63ulqg8/view?usp=sharing](https://drive.google.com/file/d/1zgMsxBR8KgV_fGmz3qSTdkEn-63ulqg8/view?usp=sharing)

Faculty (19/20) [https://drive.google.com/file/d/1OhqpO8leDRk1WX\\_MEh9hHH8g5kMUeUqq/view?usp=sharing](https://drive.google.com/file/d/1OhqpO8leDRk1WX_MEh9hHH8g5kMUeUqq/view?usp=sharing)

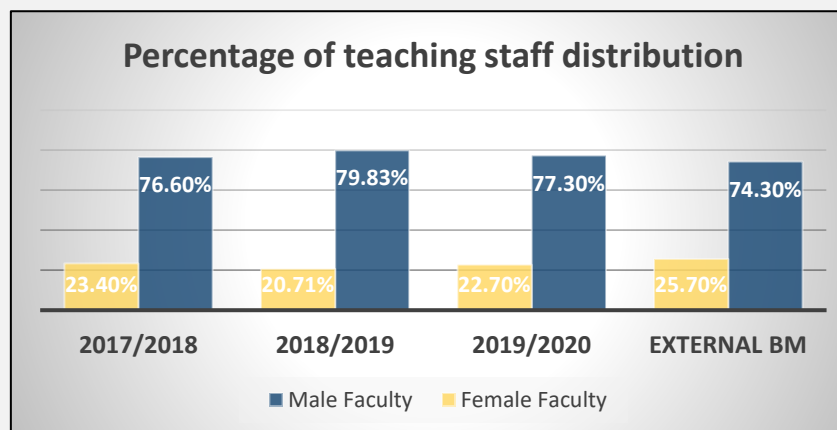
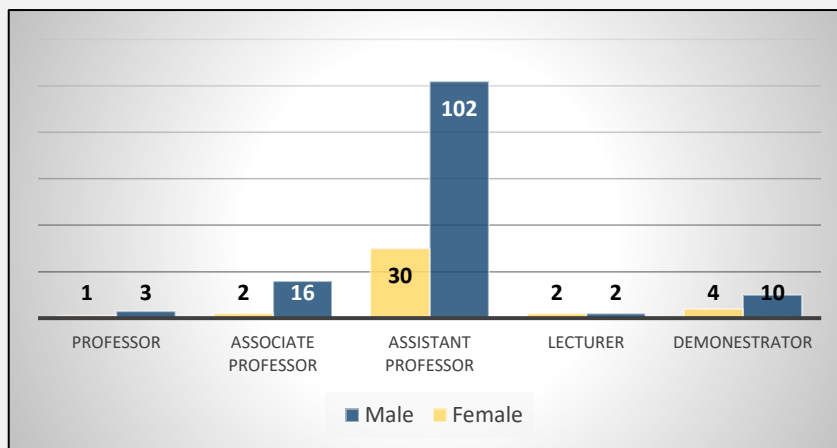
**KPI: (P-12)**

**Percentage of teaching staff distribution by a) Gender b) Academic rank**

NCAAA KPI Reference Number: (P-12)

Target Benchmark		Actual Benchmark		Internal Benchmark		External Benchmark		New Target Benchmark
		2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
Gender	M: 75%	M: 79.30%	M: 77.3%	M: 76.6%	M: 79.30%	Al Majmaa	Al Qassim	M: 75%
	F: 25%	F: 20.70%	F: 22.7%	F: 23.4%	F: 20.70%	M: 79.3% F: 20.7%	M: 74.3% F: 25.7%	F: 25%
Rank	Professor	3.0 %	2.3 %	2.9 %	3.0 %	0 %	-	-
	Associate Prof	10.7 %	10.5 %	10.5 %	10.7 %	5.3 %		
	Assistant Prof	75.1 %	76.7 %	75.5 %	75.1 %	62 %		
	Lecturer	3.5 %	2.4 %	3.5 %	3.5 %	4.0 %		
	Demonstrator	7.7 %	8.1 %	7.6 %	7.7 %	28.7 %		

%	2019/2020	Demonstrator	Lecturer	Assistant professor	Associate professor	Professor	Total
	Male	5.8%	1.2%	59.3%	9.3%	1.7%	77.3%
	Female	2.3%	1.2%	17.4%	1.2%	0.6%	22.7%
	Total	8.1%	2.4%	76.7%	10.5%	2.3%	100.00%



### **Analysis:**

*The distribution of faculty in the college based on the **Gender** in the academic year 2019/2020 was Male = 77.3% & Female =22.7%, and in 2018/2019 the distribution was Male faculty=79.83% and the Female faculty= 20.71% compared to 76.6% for Males and 23.4% for Females in 2017/2018 near that of the external benchmark.*

*The distribution based on the **Academic rank** showed that in Al Imam COM, the distribution is nearly the same in the three academic years with minimal variations.*

*Source of data:* Office of Human resources and Administrative Affairs

### **Strengths:**

1. The distribution of Male and Female Faculty is consistent with the distribution of Male and Female students.
2. Clear policy and procedures for recruitment of faculty in the college and university.
3. We have high ranks as Professors which is not available in the external benchmarked College.

### **Recommendations:**

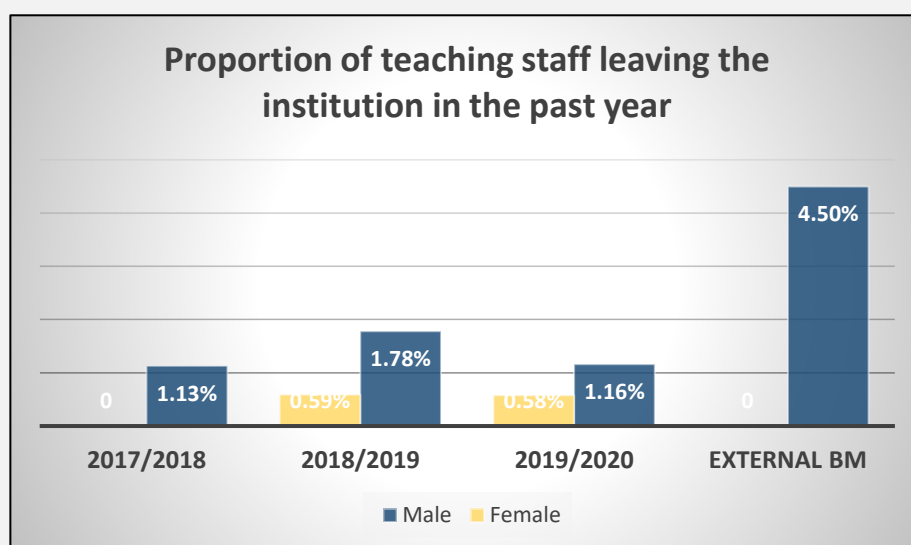
1. Recruiting more Female faculty.

**KPI: S 9.1 (P-13) ↗↗**

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

**NCAAA KPI Reference Number: S 9.1 (P-13)**

Target Benchmark	Actual Benchmark		Internal Benchmark		External Benchmark		New Target Benchmark
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
0 %	M:1.78%	M:1.16%	M&F 1.13%	M:1.78%	<b>Al Majmaa</b> 8.3%	-	0 %
	F:0.59%	F:0.58%		F:0.59%	<b>Al Qassim</b> M: 3.6% F: 2.0%	M: 4.5% F: 0 %	



**Analysis:**

The data shows that the rate of faculty leaving the college for reasons more than retirement this academic year 2019/2020 was 1.16% in the Male faculty and 0.58% in the Female faculty compared to 1.78% in the Male Faculty and 0.59 % in the Female Faculty in 2018/2019. The Faculty left the college in 2017/2018 was (1.13%) in both male and female sides.

Source of data: Office of Administrative Affairs [LINK](#)

**Strengths:**

- 1- Good practices, Cooperative administration and healthy work environment in the college encourage the faculty to continue.
- 2- Clear policy and procedures for all practices in the college.

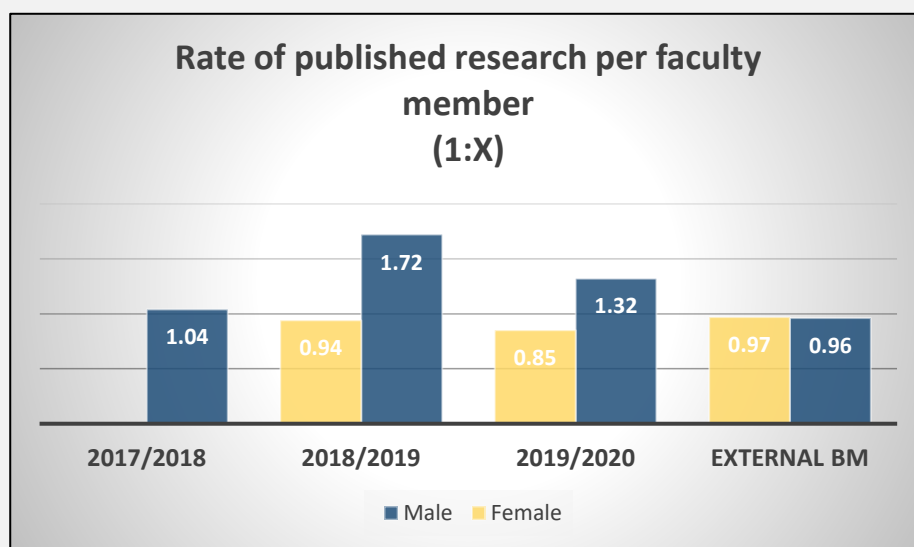
**Recommendations:**

- 1- Keep Rewarding the distinguished faculty.
- 2- Increase formal and informal faculty and administration gathering occasions.
- 3- The program should hold agreements with hospitals to allow the subspecialty holders to practice in.

## KPI-S-10-1 ( P-15)

### Rate of published research per faculty member NCAAA KPI Reference Number: S- 10.1 (P-15)

Target Benchmark	Actual Benchmark		Internal Benchmark		External Benchmark		New target Benchmark
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
1:2	M:1:1.72 F: 1: 0.94	M: 1:1.32 F: 1: 0.85	M&F 1:1.04	M:1:1.72 F: 1: 0.94	Al Qassim: 1:0.99	-	1:2
						M (1:0.96) F (1:0.97)	



#### Analysis:

These data shows that the Rate of published research per faculty member for Male faculty and of Female faculty in 2019/2020 were 1:1.32 and 1:0.85 respectively, and those who has at least one publication during 2018/2019 were for Males 1:1.72 and for females 1:0.94 compared with 1:1.04 of the total teaching staff in the academic year 2017-2018.

These data are collected from the registry of CQU with the Research center and vice-dean for postgraduate and scientific research.

#### Recommendation:

- Involving the faculty with more research projects along with the students.
- Establishment of research chairs that will attract distinguished researchers.
- Recruiting more research assistants and technologists.

#### Research data of 2019-2020:

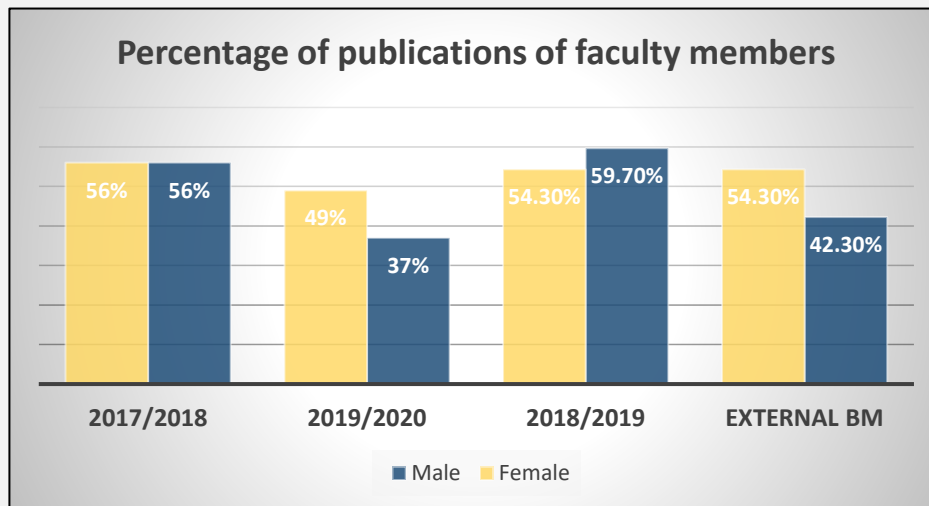
[https://drive.google.com/drive/folders/17iWNxBEaZXakLQKkh4LIYm8\\_vTuriQ-j?usp=sharing](https://drive.google.com/drive/folders/17iWNxBEaZXakLQKkh4LIYm8_vTuriQ-j?usp=sharing)

## KPI-S-10-2 (P-14)

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 ( P-14)

Target Benchmark	Actual Benchmark		Internal Benchmark		External Benchmark		New target Benchmark
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
70%	M:59.7% F:54.3%	M:37 % F:49 %	M& F (56%)	M:59.7% F:54.3%	Al Majmaa: 48%	-	70%
					Al Qassim: 80%	M:42.3% F:54.3%	



### Analysis:

This data shows that 59.7% of the Male staff and 54.3% of 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. In 2019/2020, the ratio of publication is 37% for Males and 49% for Females which is decreased than previous years.

These data are collected from the registry of Research center and vice-dean for postgraduate and scientific research It is recommended to keep the new target of 70% of the total teaching staff.

### Strengths:

- Increased number of faculty who has research output compared to previous years.

### Recommendation:

- Involving the faculty with more research projects along with the students.
- Establishment of research chairs that will attract distinguished researchers.
- Recruiting more research assistants and technologists.
- Increasing the funds for research.

### **Research data log of 2019-2020:**

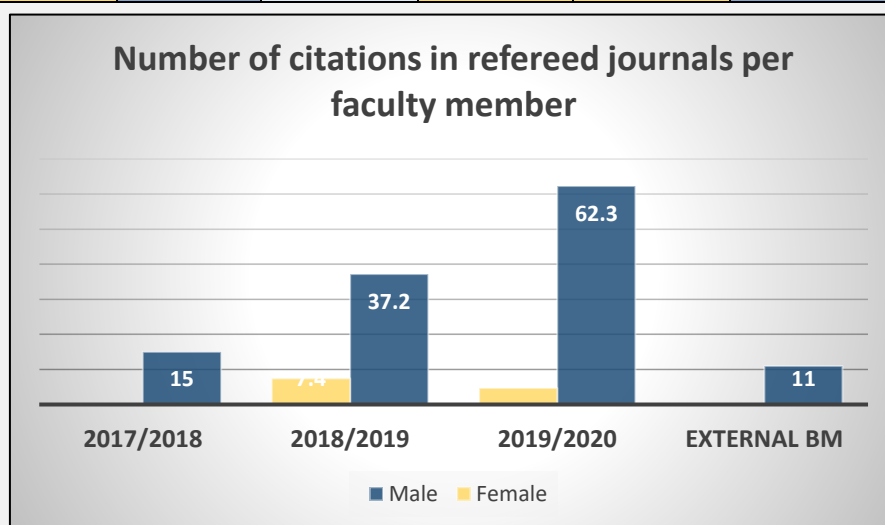
[https://drive.google.com/drive/folders/17iWNxBEaZZXakLQKkh4LIYm8\\_vTuriQ-j?usp=sharing](https://drive.google.com/drive/folders/17iWNxBEaZZXakLQKkh4LIYm8_vTuriQ-j?usp=sharing)

**KPI: S 10.3 (P-16) ↗↗**

**Number of citations in refereed journals per faculty member.**

**NCAAA KPI Reference Number: S 10.3 (P-16)**

Target Benchmark	Actual Benchmark		Internal Benchmark		External Benchmark		New target Benchmark
	2018/2019	2019/2020	2017/2018	2018/2019	2018/2019	2019/2020	
M : 50 : 1	M 37.2:1	M:62.3:1	M& F 15:1	M 37.2:1	Al Majmaa: 3.6:1	-	M : 70: 1
F : 5 : 1	F: 7.4:1	F:4.7:1		F: 7.4:1	Al Qassim: 11:1	M:11:1 F: -	F : 6 : 1



**Analysis:**

These data shows that the average of citation of the publications in refereed journals of the total staff (M&F) in the academic year 2018/2019 was 37.2:1 for Males and 7.4:1 for Females while in 2019/2020 it became 62.3:1 for Males and 4.7:1 for Females and it was previously in the academic year 2017/2018 about 15:1 for Males and Females. The ratio of citation for our faculty is much better than that in the external benchmarked institute. It is recommended to increase the new target to 70:1 for the Male staff and at least 6 : 1 for female faculty publications who will have at least one refereed publication where the staff will be encouraged for more research and publications and their co-operation will be needed.

**Strengths:**

- Increased Citation of the faculty publication than previous years

**Recommendation:**

- Encouraging the faculty for performing distinguished research and publish in peer-reviewed journals.
- Updating the research database and provide more accessing to the SDL and other information facilities.

**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	Achieved		Internal Benchmark		External Benchmark (2018/2019)	New target
(2019/2020)	2018/2019	2019/2020	2017/2018	2018/2019	Al Majmaa: 62% Al Qassim M: 46% F: 51%	<b>98%</b>
98%	98.2%	64.4%	64.4%	98.2%		

**Analysis:**

These 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 2019/2020, the percentage of faculty participated in Community services was much decreased due to the lock out due to the pandemic of Covid-19 and restrictions of gatherings.

Our ratio is much better than that of the external benchmark. Data is collected in a questionnaire on SurveyMonkey prepared by the Central Quality Unit and raised online to the faculty and teaching staff. Also, we got the data available at the Community service unit and students' council.

**Strengths:**

- Punctuality of staff and students in serving the community
- Establishment of Community Service Unit.
- There were 361 activities reported by 166 staff members included the following:
  - Awareness lectures or activities
  - Training services for students or technicians from other institutes
  - Volunteering activities
  - Scientific contribution through the media
  - External examiners in thesis of PhD or MSc
  - Specialized advisory services
  - Arbitration of research papers or reports

**Recommendations:**

- 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.
- More support to the Community Service Unit to communicate its activities to the faculty and students.
- Formal self-evaluation report about faculty participation in community services should be requested from the faculty as an easy way for statistics.



***Closing Quality loop***  
***2018-2019 action plan follow up***

No	Action Recommendation	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 Through creating awareness videos .	CQU	Awareness videos were created and transmitted in the website and through social media	<input checked="" type="checkbox"/>
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  Students Council	The student's council along with the college administration provided the new students with a welcoming day, which was aimed mainly to provide the new students with their rights, obligations, educational queries regarding teaching, learning and assessments.	<input checked="" type="checkbox"/>
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	-The medical education unit along with the academic affairs have lunched Extensive awareness workshops, courses and MOCK exams to the final year students. - An elective course that mainly aims to provoke their skills in solving questions and dealing with this type of exams was also provided by the medical education department.	<input checked="" type="checkbox"/>
4.	Signing agreements with professional hospitals for students training.	Vice deanship of clinical affairs and training	The administration of the college have held couple of meeting with hospitals to set up an agreement , due to COVID 19 , hospitals have set boundaries and limitations in this regards. The college administration are still eager to solve the students training obstacles, and more meetings will be set with more hospitals to find a final solution next year with the support of H.E. the rector of the university.	<input type="checkbox"/>
5.	Communicating with the head of simulation center and head of surgery department to	Head of simulation centre and head	An extensive surgical Skills workshop was planned at the end of the year. However, Due	<input type="checkbox"/>

	Improve surgical skills of the students by providing extracurricular activities.	of surgery department	to the restrictions of COVID 19 , the workshop plan was in hold for the next 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	Counselling unit have been so active this year. All of the students were distributed among the faculty and a report was requested from the counsellors from the faculty about their students. However the lockdown at the end of the year made some obstacles following the students face to face, so online sessions choice were available.	<input checked="" type="checkbox"/>
7.	The blackboard to be activated for using it as an educational facility	Vice deanship of academic affairs	Blackboard activation is still under processing. however the vice dean of academic affairs along with the dean of the college have set a plan to activate the E-learning unit to lunch the blackboard in a practical and professional way next year.	<input type="checkbox"/>
8.	Improving the Relation of the Faculty with their students by encouraging them to use the office hours for private discussion	Head of department	-Office hours are activated online and was announced to the student's .it's available in the website of the college. -awareness video abut office hours was created and transmitted among students and faculty. <a href="#">Video Link</a>	<input checked="" type="checkbox"/>
9.	Providing the Central Quality Unit with new statistical program for performing course /faculty and organizers evaluations.	Vice dean of quality	Meetings with a company called explorance blue was made and a deal was set up. Blue will lunch next academic year	<input checked="" type="checkbox"/>
10.	Equalize the facilities usage between Male and Female sections.	College administration	The program equalized the chances between male and females in using al the facilities and learning resources in the college.	<input checked="" type="checkbox"/>
11.	Improve the quality of provided services to the students especially those	College administration	Waiting places and reading areas are available for students,	<input type="checkbox"/>

	related to recreation, food court, waiting places, reading areas, bookstore		The college administration have addressed the weaknesses in the services, specially in regards to the food court , to the university administration which in-turn is taking all the comments in consideration for improvements next year.	
12.	Using the faculty evaluations and taking the faculty opinions in determining the required FDA annually.	CQU	<p>The CQU developed a new strategy for faculty evaluation that included :</p> <ul style="list-style-type: none"> <li>- Faculty evaluation by the HOD</li> <li>- Faculty evaluation by the students.</li> <li>- Self-evaluation(researches and community services outcome)</li> </ul> <p>The HOD reviews each faculty evaluation and set improvement plans together.</p> <p>Also, the HOD will provide through a special sheet, the need of his department of Faculty development activities which will be addressed the FDU.</p>	<input checked="" type="checkbox"/>
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.	<p>An agreement with prince sultan humanitarian city were signed for collaboration in many domains, which included the research aspect.</p> <p>Faculty have been more involved and engaged with students in research projects via the student's research unit ne plan.</p>	<input checked="" type="checkbox"/>

## *2019-2020 Action Plan*

No	KPI	Action Recommendation	Person(s)/units Responsible	Time for action
1.	P-01 P-15 P-14	Working on a dual research output plan to improve the percentage of research output at the level of the faculty and the students.	Vice dean of research Research centre	At the start of the year
2.	P-01	Improve the enrolment of the employees to attend development activities and workshop	Administrative affairs Vice dean of female students affair	Through the year
3.	S 2.1	Dissemination of administrative documents related to roles, responsibilities, policies, procedures and regulations through website of the college and through the communication channels like WhatsApp groups of the departments.	Vice dean of academic affairs Students counsel	At the start of the year
4.	P-02 P-10	The program should clarify more the Grievance and appeal services to the students frequently	Vice dean of academic affairs Students counsel	At the start of the year
5.	P-02	Focusing on the improvement of the facilities and the services provided to the students at college and the university levels.  Improvement of the food court and transportation services	Dean of the college	At the start of the year
6.	P-02 P-10 P-17	The blackboard to be activated for using it as an educational facility	Vice dean of academic affairs	At the start of the year
7.	S 3.2	The new statistical program (Blue) for performing the course evaluations by students should lunch	Central Quality Unit	At the start of the year
8.	P-05	Investigate the causes of low retention of female students compared to the past year.	Vice dean of academic affairs Medical education dept.	At the start of the year

9.	P-04	Investigate the causes of low completion rate of students	Vice dean of academic affairs Medical education dept.	At the start of the year
10.	P-04	Provide extra counselling sessions for the students for support.	Counselling unit	Through the year
11.	P-07	Provide counselling sessions for the graduates about career planning and employment.	Counselling unit Students counsel	At the end of the year
12.	P-06	Providing more extensive workshops , courses and MOCK exams to prepare the graduates to their national exams.	Medical education dept.	At the end of the year
13.	P-09	The program should set up an improvement plan for clinical and surgical skills.	surgery, medicine departments and simulation center	Through the year
14.	S 5.3	The program should put an effective plan for the academic and career counselling to increase the satisfaction of the students	Counselling unit	At the start of the year
15.	P-13	The program should Keep Rewarding the distinguished faculty.	CQU Dean of the college	At the end of the year
16.	P-13	The program should have a plan to low the rate of faculty leaving the college.	Administration of the college	At the start of the year
17.	P-13	The program should hold agreements with hospitals to allow the subspecialty holders to practice in.	Vice dean of clinical affairs	At the start of the year

