



# مؤشرات الأداء الرئيسية للبرامج الأكاديمية

**Institutional KPI's Report – 2021-22**  
**Master of Science in Physical Therapy**  
**College of Applied Medical Sciences**  
**Majmaah University**



مارس ٢٠١٩ م

Standard	KPI code	Description	Actual performance level 1443 H			Target performance level	External reference performance level	Internal reference performance level	New target performance level
			Male	Female	Overall				
1-Mission and Goals	KPI-PG-1	Percentage of achieved indicators of the program operational plan objectives	90%	90%	90%	88%	Not Assessed	85%	91%
2-Program management and quality assurance	MU-P-01	Average rating of beneficiaries' satisfaction with the community services provided by the program on a five-level scale in an annual survey	4.8	4.8	4.8	4.6	Not Assessed	4.5	4.7
3-Teaching and Learning	KPI-PG-2	Students' Evaluation of quality of learning experience in the program	4.7	4.5	4.6	4.5	3.7	4.4	4.6
	KPI- PG-3	Students' evaluation of the quality of the courses	3.9	3.8	3.9	4.3	3.5	4.2	4.3
	KPI-PG-4	Students' evaluation of the quality of scientific supervision	4.5	4.4	4.5	4.4	Not Assessed	4.3	4.5
	KPI-PG-5	Average time for students' graduation	5 Semesters	5 Semesters	5 Semesters	4 Semesters	4 Semesters	5 Semesters	4 Semesters
	KPI-PG-6	Rate of students dropping out of the program	0%	0%	0%	0%	0%	0%	0%
	KPI-PG-7	Graduates' employability	100%	100%	100%	75%	Not Assessed	100%	80%
	KPI-PG-8	Employers' evaluation of the program graduates' competency	4.5	4.4	4.5	4.5	Not Assessed	4.4	4.6
4-Students	KPI-PG-9	Students' satisfaction with the provided services	4.4	4.4	4.4	4.5	Not Assessed	4.2	4.5
	MU-P2	The percentage of students who received a warning or more in the program to the total number of students in the program.	0%	0%	0%	0%	0%	0%	0%
	MU-P3	The % of students who were denied entry to the final	0%	0%	0%	0%	0%	0%	0%

		examination.								
	MU-P4	The number of student papers that have been published or presented in scientific conferences during the past year.	2	0	2	3	0	1	3	
5-Faculty Members	KPI-PG-10	Ratio of students to faculty members	6.1: 1	7.4: 1	6.5:1	2.5: 1	2.5: 1	2.6:1	5:1	
	KPI-PG-11	Percentage of faculty members' distribution based on academic ranking	a. Academic Ranking – Assistant Professor	80%	80%	80%	90%	60%	89%	75%
			b. Academic Ranking – Associate Professor	20%	20%	20%	23.5%	33.3%	15%	25%
			c. Academic Ranking – Professor	0%	0%	0%	6.25%	6.7%	3%	10%
KPI-PG-12	Proportion of faculty members leaving the program	0%	0%	0%	3%	0%	5%	3%		
6-Learning Resources, Facilities, and Equipment	KPI-PG-13	Satisfaction of beneficiaries with learning resources	4.5	4.4	4.5	4.5	3.7	4.3	4.6	
	KPI-PG-14	Satisfaction of beneficiaries with research facilities and equipment	4.3	4.4	4.4	4.3	3	4.3	4.5	
7-Research and Projects	KPI-PG-15	Percentage of publications of faculty members	100%	100%	100%	95%	100%	90%	100%	
	KPI-PG-16	Rate of published research per faculty member	1:4	1:3	1:4	1:4	Not Assessed	1:3	1:5	
	KPI-PG-17	Citations rate in refereed journals per faculty member	45	26	38	18	Not Assessed	13	35	
	KPI-PG-18	Percentage of students' publication	10%	0	10%	25%	0%	6%	25%	
	KPI-PG-19	Number of patents, innovative products, and awards of excellence	1	0	1	2	0	1	2	

<b>KPI: Percentage of achieved indicators of the program operational plan objectives</b>			<b>NCAAA KPI Reference Number: KPI-PG-1</b>	
<b>Actual Benchmark</b>	<b>Target Benchmark</b>	<b>Internal Benchmark*</b>	<b>External Benchmark**</b>	<b>New Target Benchmark</b>
<b>90%</b>	<b>88%</b>	<b>85%</b>	<b>Not Assessed</b>	<b>91%</b>

**1. Analysis:**

It has been observed that the percentage of achieved indicators of the program operational plan objectives 90 %.

**Fig. percentage of achieved indicators of the program operational plan objectives for the year 1442-43**

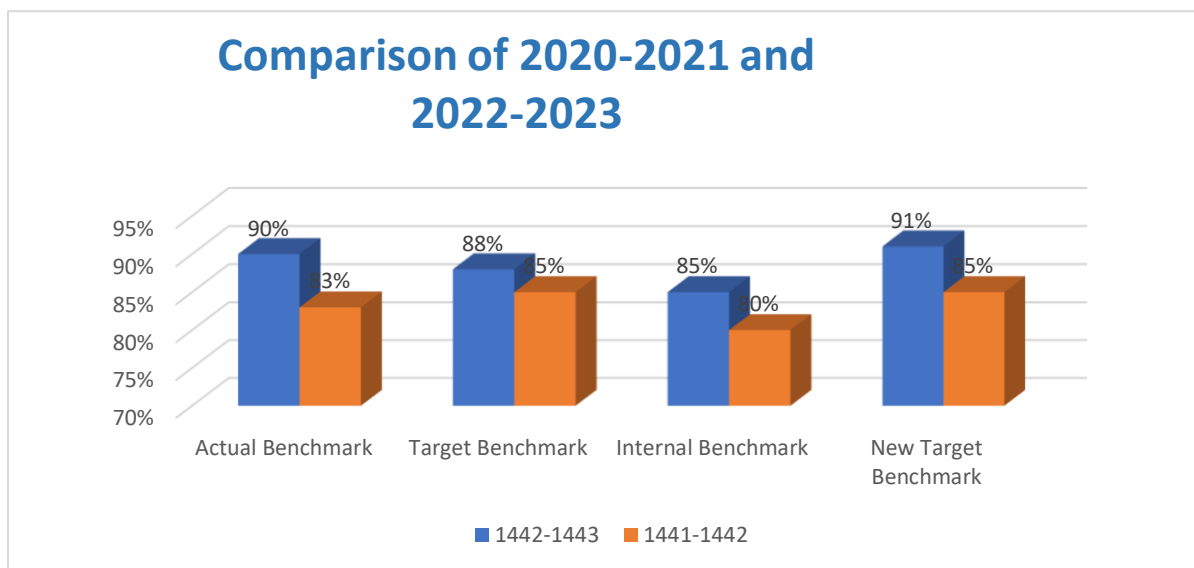


By taking into consideration the current year performance and internal benchmarks, the target benchmark is increased for the next academic year 91%

**2. Comparison with last year and the benchmark data:**

Further analysis was carried with respect to previous year data, it was reported that in the year 1442-43 H the percentage of achieved indicators of the program operational plan objectives is 90% and in the year 1441-42H the percentage of achieved indicators of the program operational plan objectives was 83% Therefore, the percentage of achievement has been improved.

**Fig. MU-P-01b: Average rating of beneficiaries' satisfaction with the community services for the last two years (1441 – 1442 H)**



**3. Strengths:**

- a. The strategic plan fixed by the program were effectively achieved which is evident by the increase in the percentage to 90%.
- b. The regular meetings and monitoring the achievement by program Head has influenced the positive improvement in scores.
- c. The expertise of teaching faculty has supported the teaching and learning proves, the action plan suggested by the course instructors have been considered during the preparation of strategic plan.
- d. The communication about the previous year achievement and motivation to achieve the target benchmark has motivated all the units and committee to systematize the work plan.

**4. Weakness:**

- a. External benchmark is not assessed which will not support us to compare our achievements nationally

## 5. Recommendations:

- a. The communication process followed to inform the achievement rate of progress to all stake holders should be strengthened. This will create awareness and motivation and improve their participation.
- b. Systematic procedures and policies should be defined and communicated in the beginning of the semester to improve the achievements still further.
- c. Planning and execution should be focused to achieve 100 percent of the operational plan

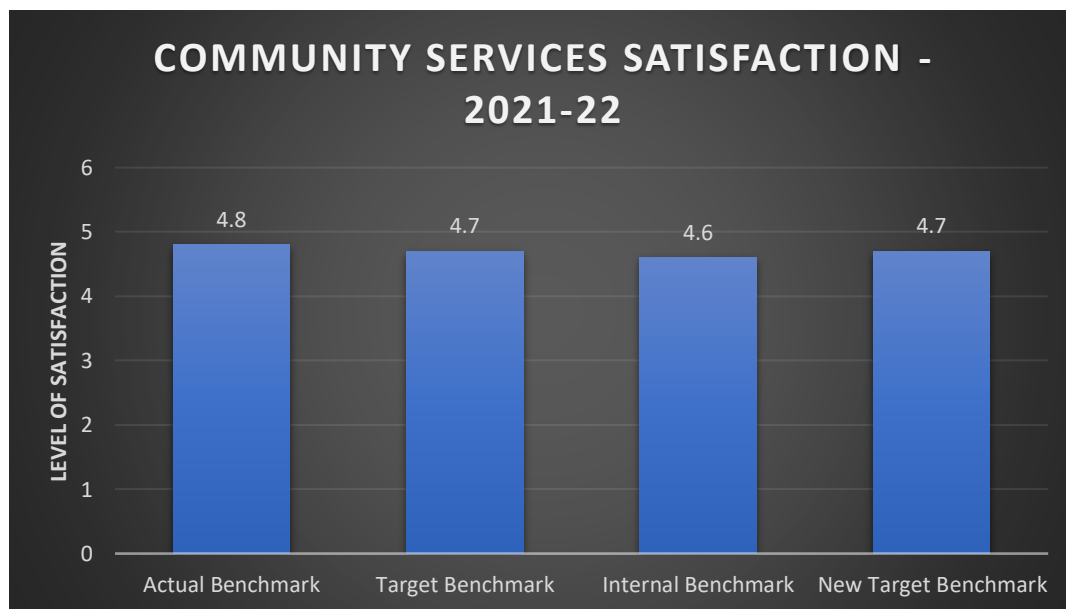
**KPI: Average rating of beneficiaries' NCAAA KPI Reference Number: MU-P-01 satisfaction with the community services provided by the program on a five-level scale in an annual survey**

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
4.8	4.6	4.6	Not Assessed	4.7

### 1. Analysis:

It has been observed that the average rating of the beneficiaries for community services was 4.8 on a five-point scale. The target of 4.6 has been successfully achieved for the academic year 2021-22.

**Fig. MU-P-01a: Average rating of beneficiaries' satisfaction with the community services 2021-22**



The department council along with the committee have decided that to ensure consistency in the satisfaction at this range, retained the target for the next academic year (2022-23) at 4.7.

## 2. Comparison with last year and the benchmark data:

Further analysis was carried out with respect to the previous year's achievement, it was reported that in the year 2021-22 the satisfaction level of the beneficiaries has increased i.e., 4.8. The internal benchmark is also gradually increasing when compared to the previous year 2020-21. It seems that the beneficiaries of the community services were satisfied with the services provided.

**Fig. MU-P-01b: Average rating of beneficiaries' satisfaction with community services for the last two years (2020 – 2022 H)**



## 3. Strengths:

- i. Community services conducted by the program were very useful to the beneficiaries
- ii. The beneficiaries have been given awareness about various common illnesses
- iii. The beneficiaries have been explained the importance of physical activity
- iv. Treatment guidelines have been provided for various musculoskeletal conditions in the form of Pamphlets.

## 4. Weakness:

- i. The program could not be able to compare it with the external benchmark as it was not assessed there.
- ii. The duration of the community services event must be increased.
- iii. Most of the community services have been conducted in the shopping malls

- iv. The program must plan to increase the duration of the event to cover most of them visiting the event.

**5. Recommendations:**

- i. The program should find another external benchmark university to compare the progress.
- ii. Most remote areas must be identified to provide community services related to health risk assessment.
- iii. The program must plan for a workshop to deal with exercise prescription & ergonomic awareness for people who has an addiction to electronic gadgets.

**KPI: Average rating of beneficiaries' NCAAA KPI Reference Number: KPI-PG-2 satisfaction with student's quality of learning provided by the program on a five-level scale in an annual survey 1442-43**

<b>Actual Benchmark</b>	<b>Target Benchmark</b>	<b>Internal Benchmark*</b>	<b>External Benchmark**</b>	<b>New Target Benchmark</b>
<b>4.6</b>	<b>4.5</b>	<b>4.4</b>	<b>3.7</b>	<b>4.6</b>

**1. Analysis:**

It has been observed that the average rating of the beneficiaries satisfaction with the research facilities and equipment's was 4.6 on a five-level scale.

*Fig. KPI -PG2: Average rating of beneficiaries' satisfaction with the quality of learning for the year 1442-43*



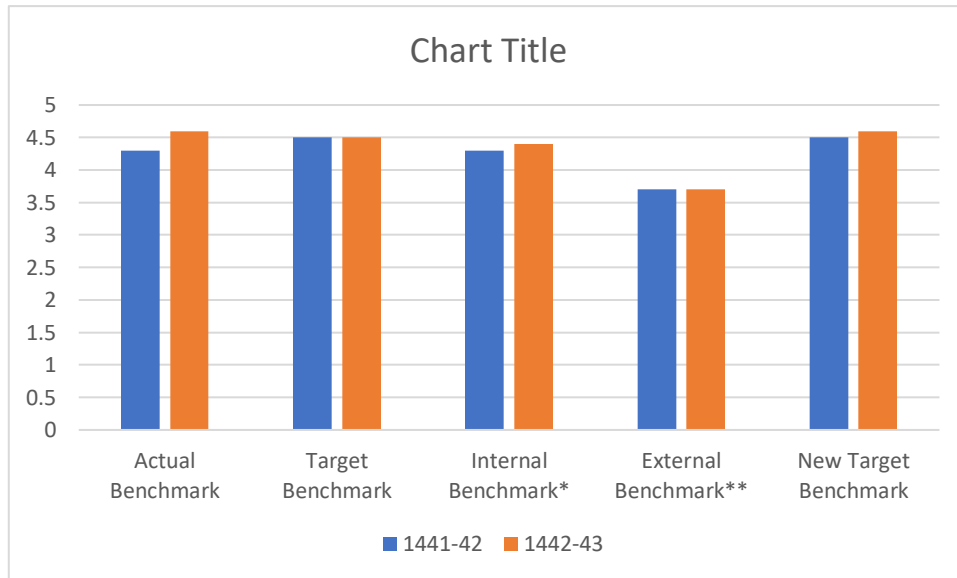
## Beneficiaries Satisfaction with Quality of Learning



By taking into consideration the current year performance and internal benchmarks, the target benchmark is increased for the next academic year (1443-44) at 4.6

### 2. Comparison with last year and the benchmark data:

**Fig. KPI-PG2: Average rating of beneficiaries' satisfaction with the quality of learning for the last two years (1441 – 1443 H)**



Further analysis was carried with respect to previous year achievement, it was reported that in the year 1441-42H the satisfaction level of the beneficiaries with the quality of learning was 4.3. Satisfaction level has been increased with the provided services in 1442- 43 H (i.e., 4.6). This constant improvement has given the room to increase the new target benchmark as 4.6 for academic year 1443 – 1444 H.

**3. Strengths:**

- i). Taking cue from last year amendments, the program is now made even more stimulating so that the students are further interested in learning.
- ii). The orientation program for new students was amended with better inputs which have proved to be more beneficial and helpful for the students.
- iii). Faculties in institution were fairer in their treatment of students, which have shown positive improvements including one to one counselling to help them in managing their academic issues and other personal factors bothering them.

**4. Weakness:**

- i). The library is not open sometimes at convenient times and therefore efficacy of library services need to be improved.
- ii). Some of the students found difficulty to cater to the academic pressure
- iii). Adequate facilities are not available at this institution for religious observances.

**5. Recommendations:**

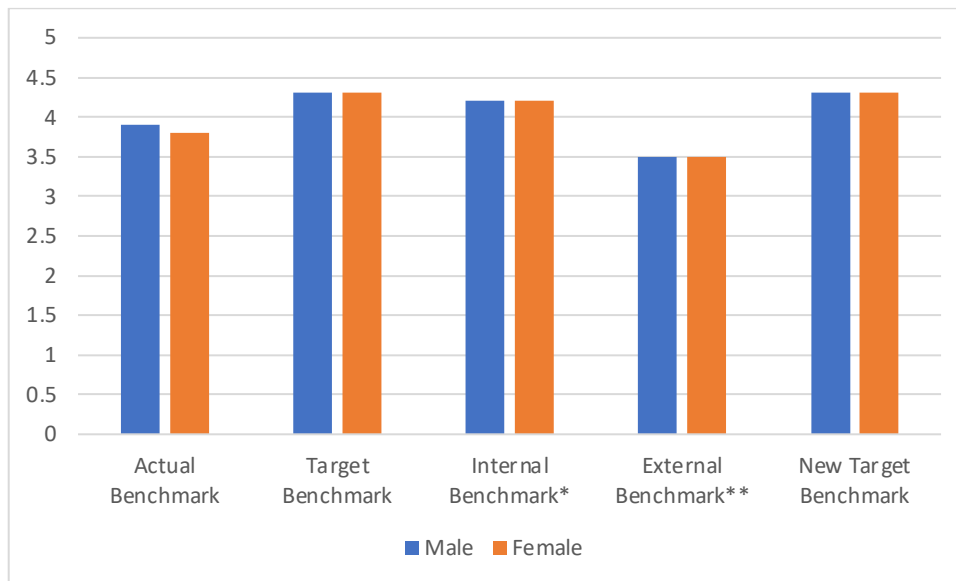
- i). High speed internet services at all the student locations including lecture rooms, laboratories, cafeteria and waiting lounge.
- ii). To create a suitable scientific environment for the student, paying attention to his problems faced in the academic environment.
- ii). The library should be open during night time also.
- iv). Library staff need to be increased to facilitate the services.

**KPI-PG-3: Students' evaluation of the quality of the courses 1443H. NCAAA KPI Reference Number: KPI-PG-3**

<b>Actual Benchmark</b>	<b>Target Benchmark</b>	<b>Internal Benchmark*</b>	<b>External Benchmark**</b>	<b>New Target Benchmark</b>
<b>Male: 3.9 Female: 3.8 = 3.9</b>	<b>4.3</b>	<b>4.2</b>	<b>3.5</b>	<b>4.3</b>

## 1. Analysis:

It has been observed that in the Department of Physical therapy, the rate of Students' evaluation of the quality of the courses 3.9 for both male and female students.

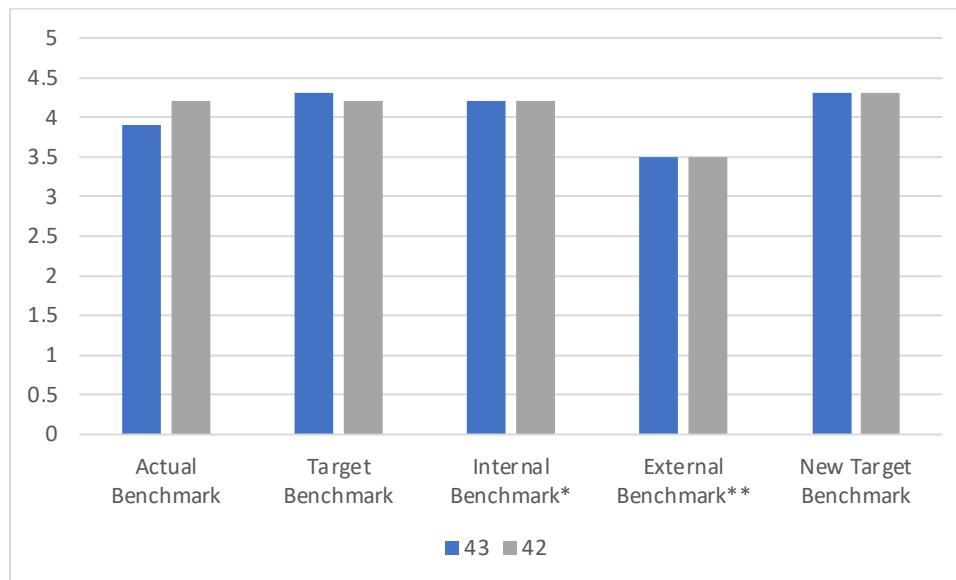


*Fig.: The rate of Students' evaluation of the quality of the courses for the year 1443*

The average of Students' evaluation of the quality of the courses has been reported as 3.9 for both male and female students in the year 1443H. The internal benchmark is fixed as 4.2 and the target benchmark was increased to 4.3 along with the external Benchmark at 3.5. Since the actual performance achievement (3.9) is not reaching the target benchmark (4.3), the committee must improve the new target benchmark for the next academic year 1443-44H.

## 2. Comparison with last year and the benchmark data:

Further comparison analysis was carried out concerning previous years' data between males and females for the years 1442H & 43H., which shows that all the benchmark performances achievement had been reduced from the last year, 1442. The overall actual performance of the year 1443 was **3.9**, **which is** lower than 1442 as it was **4.2**. The causes for lower current actual performance compared to the previous year may be due to high number of admission of students with more time gab between the completing of the bachelor's degree and enrolling in master program.



**Fig.:** Comparison of rate of Students' evaluation of the quality of the courses for the last two years 1442-1443 H

**1. Strengths:**

- i. The program had helped the students to develop enough interest to continue to update new information in the field of study.
- ii. Students have clearly understood that what they learnt in this program will be important for their future.
- iii. Students have developed communication skills effectively.
- iv. The practical courses found to be effective in developing his skills.
- v. Students have developed the ability to work effectively with groups in the workplace.

**2. Weakness:**

- i. Most of the students have felt that the university needs more attention regarding bathrooms and lighting.
- ii. Students need more organized plan for their thesis.

**3. Recommendations:**

- i. To create a suitable scientific environment for the student, paying attention to his problems faced in the academic environment.
- ii. Encourage student with more time gab between the completing the bachelor degree and enrolling in master program by offering office hours.

- iii. Ensure the organization of master's thesis topics and match this with the supervisors' ideas.
- iv. Students must be motivated to believe what he has learned in this program is important for their future.
- v. Ensure the efficacy of library services.
- vi. Ensure activating the academic guidance mechanism.

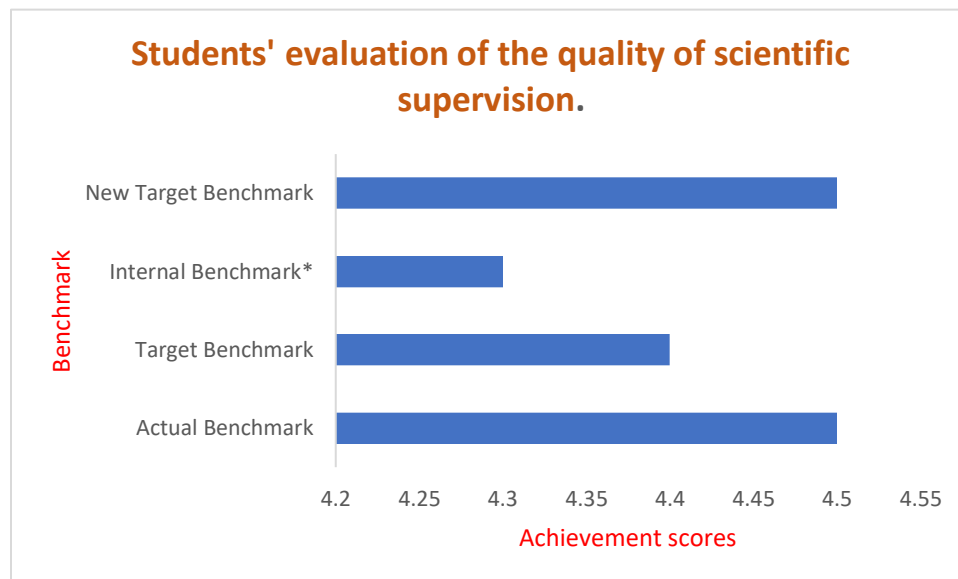
**KPI: Students' evaluation of the quality of scientific supervision.** *NCAAA KPI Reference Number: KPI-PG\_4*

Actual Benchmark	Target Benchmark	Internal Benchmark*	New Target Benchmark
<b>4.5</b>	<b>4.4</b>	<b>4.3</b>	<b>4.5</b>

**1. Analysis:**

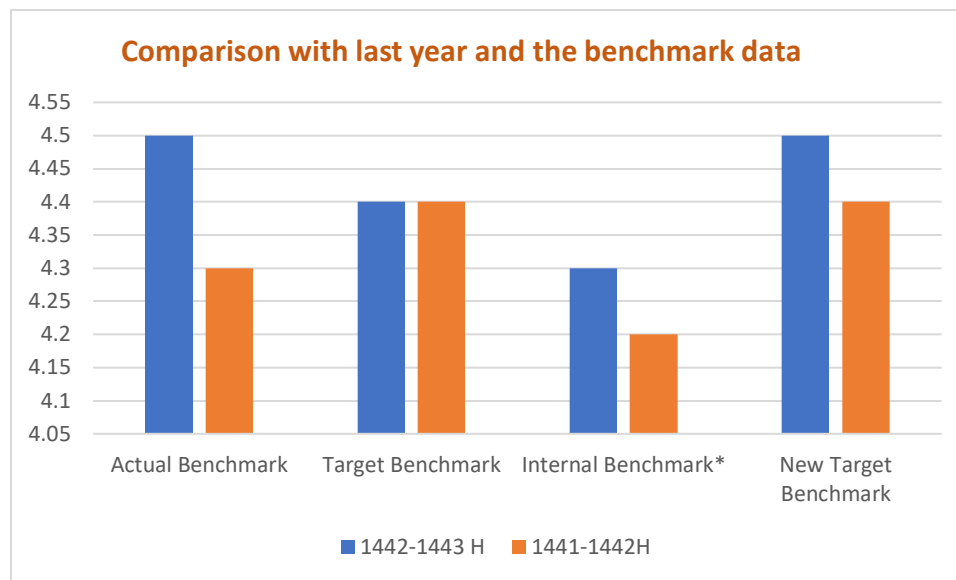
It has been observed that in the Department of Physical therapy, the students' evaluation of the quality of scientific supervision was 4.5 out of 5-point scale.

*Fig. Students' evaluation of the quality of scientific supervision for the year 1442-43*



By taking into consideration the current year performance and internal benchmarks, the target benchmark is retained for the next academic year as 4.5

**2. Comparison with last year and the benchmark data:**



Further analysis was carried with respect to previous years' data, which was reported as 4.3. It was a positive note that there is an increase of scores to 4.5, though it is observed to be a minimal progression. It helps us to plan in a better way to increase the scores.

### 3. Strengths:

- i. The number of Associate professors has increased, which has helped the students in carrying out their research studies.
- ii. The students can easily meet their supervisors other than the course work to discuss their ideas and research practice.
- iii. The SDL services and Turnitin services provided by the university portal enables the supervisors to support the students in a more systematic way.
- iv. The scientific lectures on various topics of Research methodology offered to the students by the eminent Professors from various specialties of College of Applied Medical sciences has supported the students

### 4. Weakness:

- i. The increase in scores is minimal, more action plan should be formulated to increase the student satisfaction in the quality of scientific supervision.
- ii. The number of Professors and Associate professors are comparatively less, which has impact in the student faculty ratio.

### 5. Recommendations:

- i. The number of Faculty members with higher affiliation like Associate Professors and Professors should be recruited.
- ii. The ration of students and supervisor should be controlled to provide more attention to the students.

iii. The student's topic of interest in research should be identified and the faculty members who have experience in the same field should be allotted as their supervisor. This will support the students to explore more in the research problem

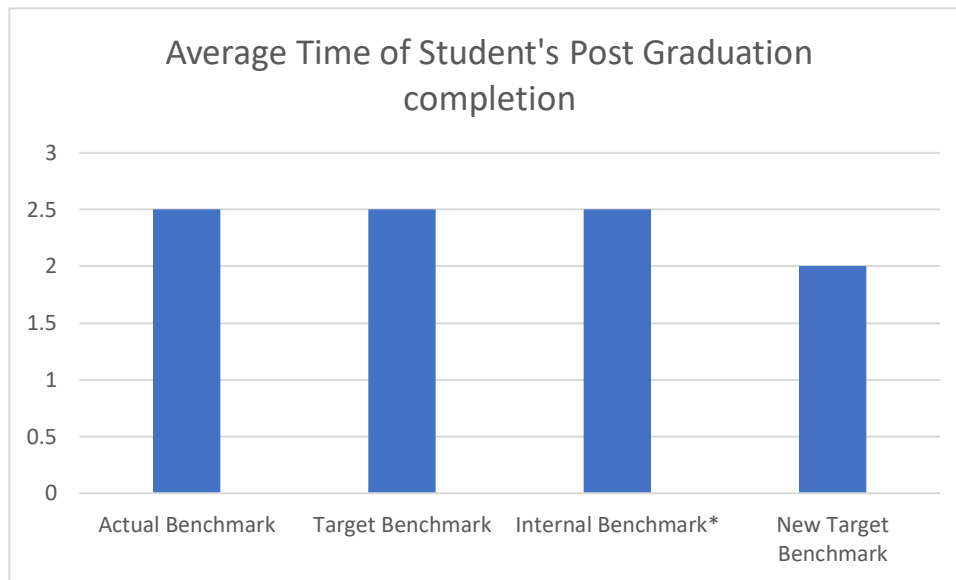
**KPI: Average time for completion of student's post-graduation** NCAAA KPI Reference Number: KPI-PG-5

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
2.5 yrs	2.5 yr	2.5 yr	4 semesters	2 yr

**3. Analysis:**

It has been observed that average time taken for the completion of student's post-graduation degree for the year 1442-43 was 2.5 years,

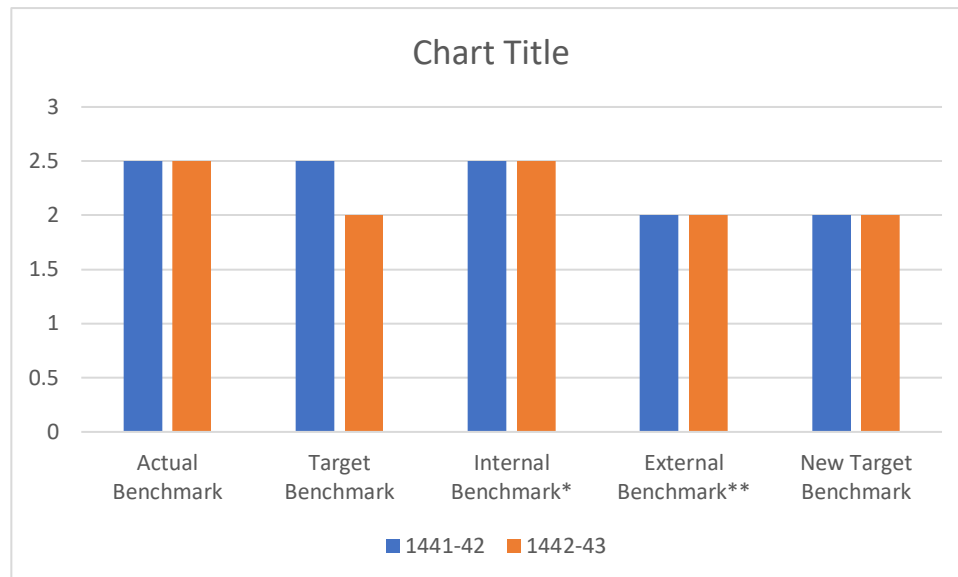
**Fig. KPI -PG2: Average rating of beneficiaries' satisfaction with the quality of learning for the year 1442-43**



By taking into consideration the current year performance and internal benchmarks, the target benchmark is increased for the next academic year (1442-43) at 2 years

**4. Comparison with last year and the benchmark data:**

**Fig. KPI-PG2: Average rating of beneficiaries' satisfaction with the quality of learning for the last two years (1441 – 1443 H)**



The average time for completion of student’s graduation for both the years, 1441-41 and 1442-43 was 2.5 years. However the new target benchmark for the completion of postgraduation for academic year 1443 – 1444 H was 2 years.

**5. Strengths:**

The course Supervisors are extremely helpful in terms of guiding the master students right from topic selection, refinement of the proposal, guiding regarding data collection, which usually takes about 1 year. The faculty helps the students with all aspects including writing as well as editing the thesis.

**6. Weakness:**

The Dissertation for master students right from topic selection, refinement of the proposal, guiding regarding data collection, which usually takes about 1 year, starts from beginning of 2<sup>nd</sup> year, which puts extra pressure on the students and thereby taking longer time to complete post-graduation within 2 years.

**7. Recommendations:**

The various aspects with dissertation right from topic selection, proposal writing etc. should start from the beginning of 1<sup>st</sup> year itself, which will give sufficient time to the students to comfortably finish the dissertation on time.



<b>KPI: Rate of students dropping out of the program.</b>			<i>NCAA KPI Reference Number: KPI-PG-6</i>	
<b>Actual Benchmark</b>	<b>Target Benchmark</b>	<b>Internal Benchmark*</b>	<b>External Benchmark**</b>	<b>New Target Benchmark</b>
<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<p><b>1. Analysis:</b></p> <p>It has been observed that in the Department of Physical therapy, percentage of students who were dropping out from the program is almost null. There were no students who dropped the courses in the last academic year. By taking into consideration the current year performance and internal benchmarks, the target benchmark is retained for the next academic year (1443-44) at 0 %.</p>				
<p><b>2. Comparison with last year and the benchmark data:</b></p> <p>Further analysis was carried with respect to previous years data between male section, it was reported that in the year 1441-42H, this proportion was also 0%</p>				
<p><b>3. Strengths:</b></p> <ul style="list-style-type: none"> <li>i. The dedicated team of teaching faculty constantly support the students in their Learning experience and motivate them the importance of completing the course in stipulated duration.</li> <li>ii. The Post graduate students who join the course have previous professional experience in hospitals and clinics which has cultivated the professionalism and drives them to complete the course in fixed duration without dropping the courses.</li> </ul>				
<p><b>4. Weakness:</b></p> <ul style="list-style-type: none"> <li>i. None, as there are no students has dropped out from the program</li> </ul>				
<p><b>5. Recommendations:</b></p> <ul style="list-style-type: none"> <li>i. The academic Advisors meetings which is arranged two times a semester can be increased to four times, it can also be arranged in online and ON campus.</li> <li>ii. The increase in competitions in job market should be oriented to the students and the need for completion of course on time should be emphasized to maintain the dropping rate in 0%.</li> </ul>				

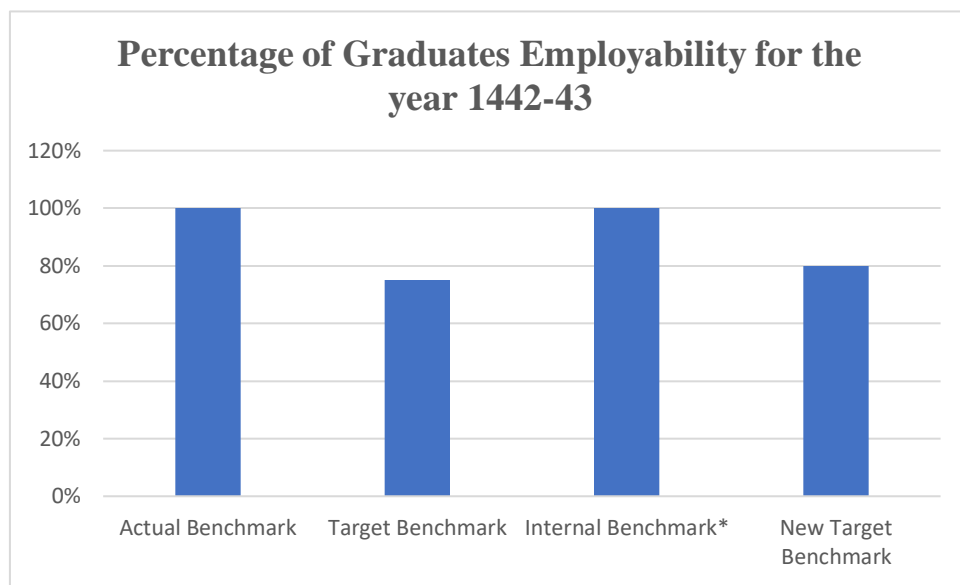
**KPI: Percentage of Graduates Employability NCAAA KPI Reference Number: KPI-PG-7**

<b>Actual Benchmark</b>	<b>Target Benchmark</b>	<b>Internal Benchmark*</b>	<b>External Benchmark**</b>	<b>New Target Benchmark</b>
<b>100%</b>	<b>75%</b>	<b>100%</b>	<b>Not Assessed</b>	<b>80%</b>

**1. Analysis:**

It has been observed that employability of the students after program completion for the year 1441-42 was 100%

**Fig. KPI -PG7: Percentage of Graduates Employability for the year 1442-43**

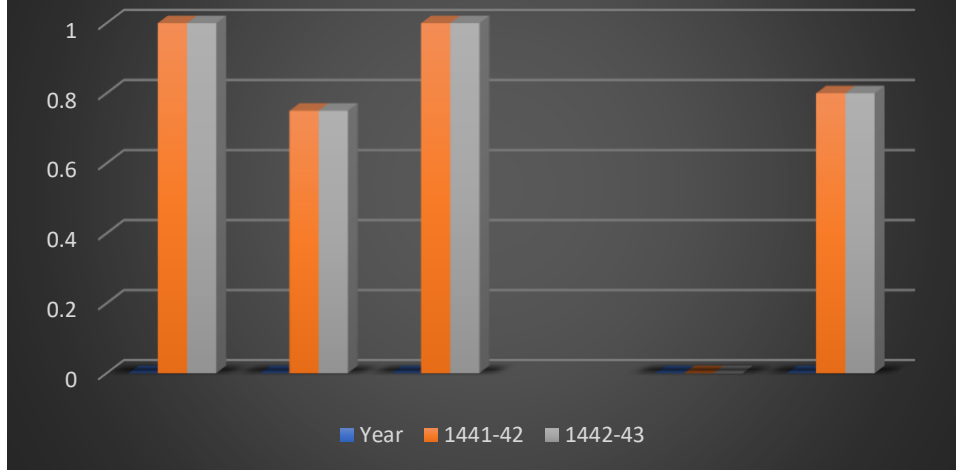


By taking into consideration the current year performance and internal benchmarks, the target benchmark is increased for the next academic year (1442-44) at 2 years

**2. Comparison with last year and the benchmark data:**

**Fig. KPI-PG7: Employability Rate of students for the last two years (1442 – 1444 H)**

## Employability Rate Comparison



The percentage of graduate employability for both the year 1442-43 and 1443-44 was 100%. However, the new target benchmark for the completion of postgraduation for academic year 1443 – 1444 H was 80%.

### 3. Strengths:

All of the graduates have been employed after their postgraduation. Many of the Msc PT postgraduates are working as leaders, HOD, Supervisor of Hospital and Rehabilitation centers and henceforth the Mission of the program, serving community, has been achieved successfully.

### 4. Weakness:

Based on the 1441-42 recommendations certain collaborations with different market players, were made including Sports clubs where better opportunities can be sought by the masters PT professionals with better career avenues. However, collaborations were made by only 1-2 clubs only.

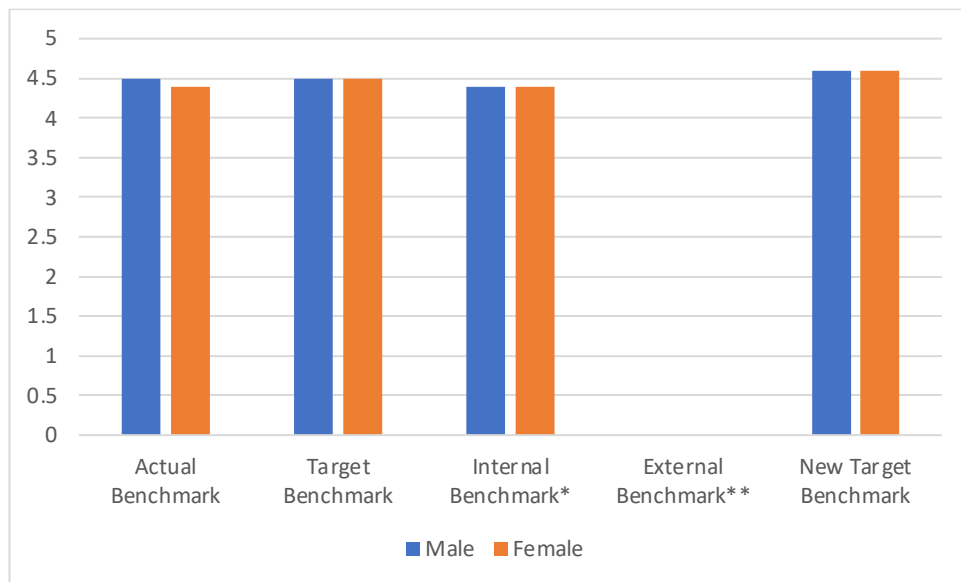
### 5. Recommendations:

More collaborations with different sports clubs should be sought with better opportunities for career growth and progression. This will enhance the prospects for job opportunities and career growth.

KPI-PG-8: Employers' evaluation of the program graduates' competency 1443H.		NCAAA KPI Reference Number: KPI-PG-8		
Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
Male: 4.5 Female: 4.4 = 4.5	4.5	4.4	Not Assessed	4.6

**6. Analysis:**

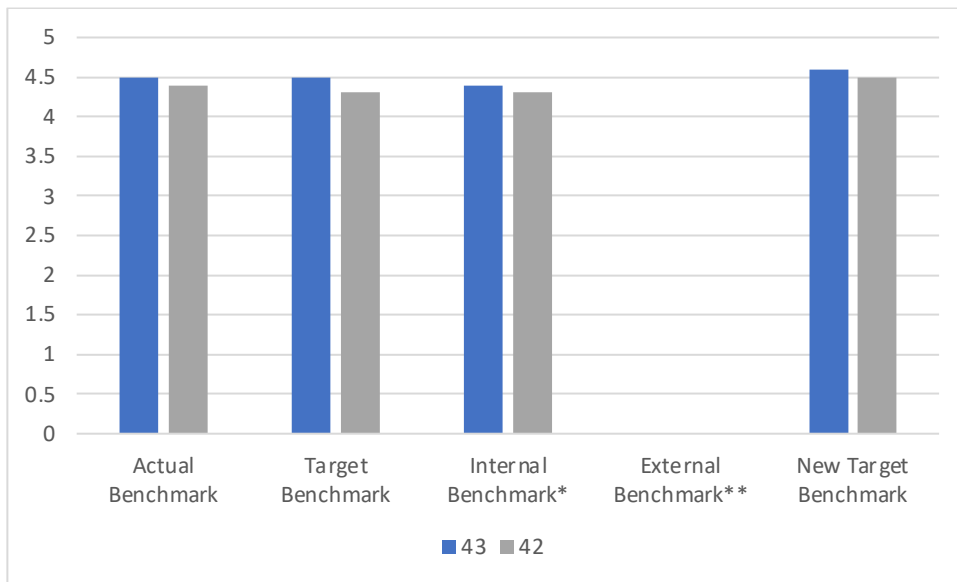
It has been observed that in the Department of Physical therapy, the rate of Employers' evaluation of the program graduates' competency 4.5 for both male and female students in the academic year 1442-43.



*Fig.: The rate of Employers' evaluation of the program graduates' competency for the year 1443*

The average of Employers' evaluation of the program graduates' competency has been reported as 4.5 for male and 4.4 for female students enrolled in the program in the year 1443. The internal benchmark is fixed at 4.3 and the target benchmark was fixed at 4.5. Since the actual performance achievement (4.5) is achieved by the target benchmark (4.5), the committee has increased the new target benchmark to 4.6 for the next academic year 1443-44H.

## 7. Comparison with last year and the benchmark data:



*Fig.: Comparison of Employers' evaluation of the program graduates' competency for the last two years 1442-1443 H*

Further comparison analysis was carried out concerning previous years' data between males and females for the years 1442H & 43H., which shows that all the benchmark performances had been better achieved than the last year, 1442. The overall actual performance of the year 1443 was **4.5, which is** better than 1442 as it was **4.4**. The employers' evaluation rate of the program graduates' competency has improved compared to the previous year.

### 4. Strengths:

- vi. The program helped the students to develop enough interest to continue to update new information in the field of study.
- vii. Students have clearly understood that what they learned in this program will be important for their future.
- viii. Students have developed communication skills effectively.
- ix. The practical courses were found to be effective in developing his skills.
- x. Students have developed the ability to work effectively with groups in the workplace.

### 5. Weakness:

- i. Business capabilities do not match the study.
- ii. Shortage of equipment.
- iii. Less clinical hours

**6. Recommendations:**

- vii. Improve the English language of students
- viii. Ensure the adequacy of equipment are available in the labs for the students to practice.
- ix. To create a suitable scientific environment for the student, paying attention to his problems faced in the academic environment.
- x. Students must be motivated to develop the ability to investigate and solve new problems.
- xi. Students must be motivated to believe what he has learned in this program is important for their future.

KPI-PG-9- Students' satisfaction with the provided services      NCAAA KPI Reference Number: KPI-PG-9				
Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
4.4	4.5	4.2	Not assessed	4.5

**1. Analysis:**

It has been observed that in the Department of Physical therapy, the percentage of Students' satisfaction with the provided services competency was 4.4 in the academic year 1442-43.

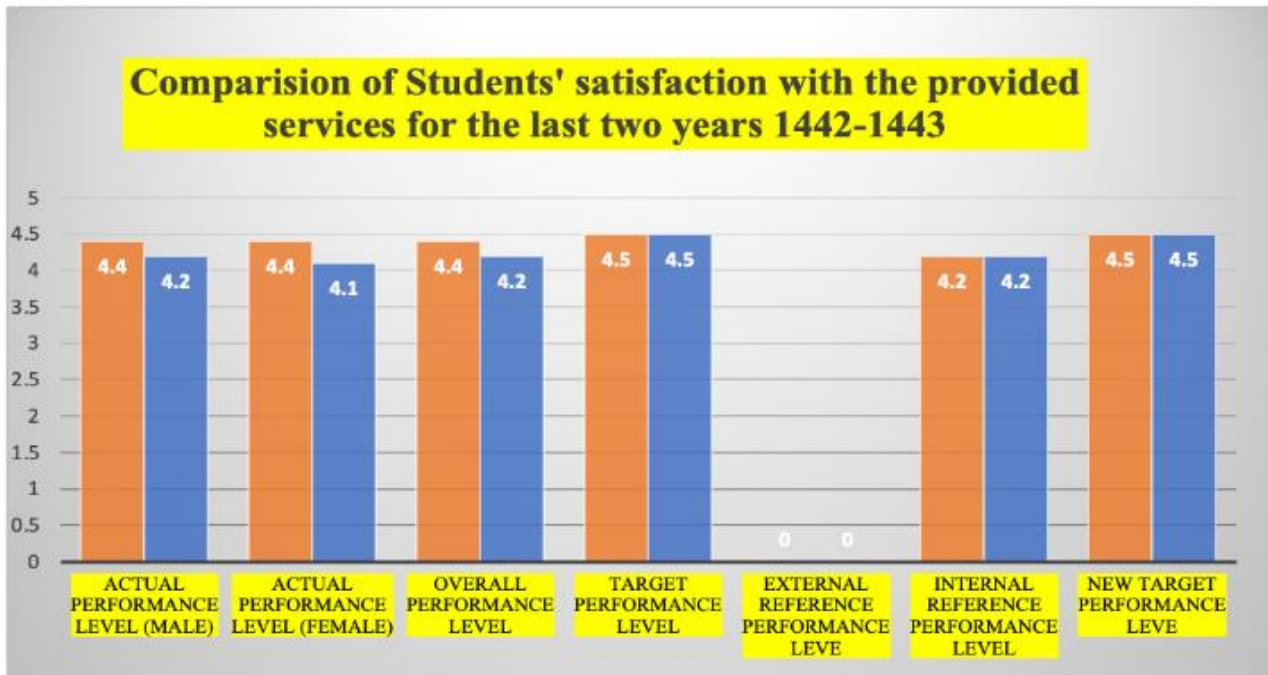


**Fig. Students' satisfaction with the provided services 1442-1443 H**

The students' satisfaction with the provided services competency has been reported as an average of 4.4 for male and 4.4 for female students enrolled in the program in the year 1442-43. The internal benchmark is fixed at 4.2, and the target benchmark was set at 4.5. Since the actual performance achievement (4.4) is

near the target benchmark (4.5), the committee must improve the new target benchmark at 4.5 for the next academic year, 1443-44H

## 2. Comparison with last year and the benchmark data:



**Fig. Comparison of Students' satisfaction with the provided services for the last two years 1442-1443 H**

Further comparison analysis was carried out concerning previous years' data between males and females for the years 1442H & 43H., which shows that all the benchmark performances had been better achieved than the last year, 1442. The overall actual performance of the year 1443 was 4.4, which is better than 1442 as it was 4.2. The student satisfaction rate of the provided services has improved compared to the previous year.

## 3. Strengths:

- i. One of the significant strengths regarding student satisfaction with provided facilities has been better for achieving the target performance.
- ii. Relevant surveys are regularly conducted, which allows for consistent evaluation of the facilities and equipment.
- iii. Students have developed the ability to work effectively with groups with provided services.

- iv. The Majmaah International Rehabilitation Centre was established at the University Campus and has become fully functional since the last academic year would be helpful to the students for practice and research.
- v. Students believe that the instructors in the program had a thorough knowledge of the content of the courses they taught and had excellent skills.
- vi. Students clearly understand that what they learned in this program will be necessary for improving their professional performance.
- vii. Students have developed communication skills effectively.
- viii. Students have developed the ability to work effectively with groups in the workplace

**4. Weakness:**

- I. There is a lack of a Postgraduate Research Lab with well equipt instruments.
- II. Students must assign to teach bachelor students to improve their teaching skills.
- III. Their curriculum should include clinical teaching to improve patient handling and evidence-based practice.

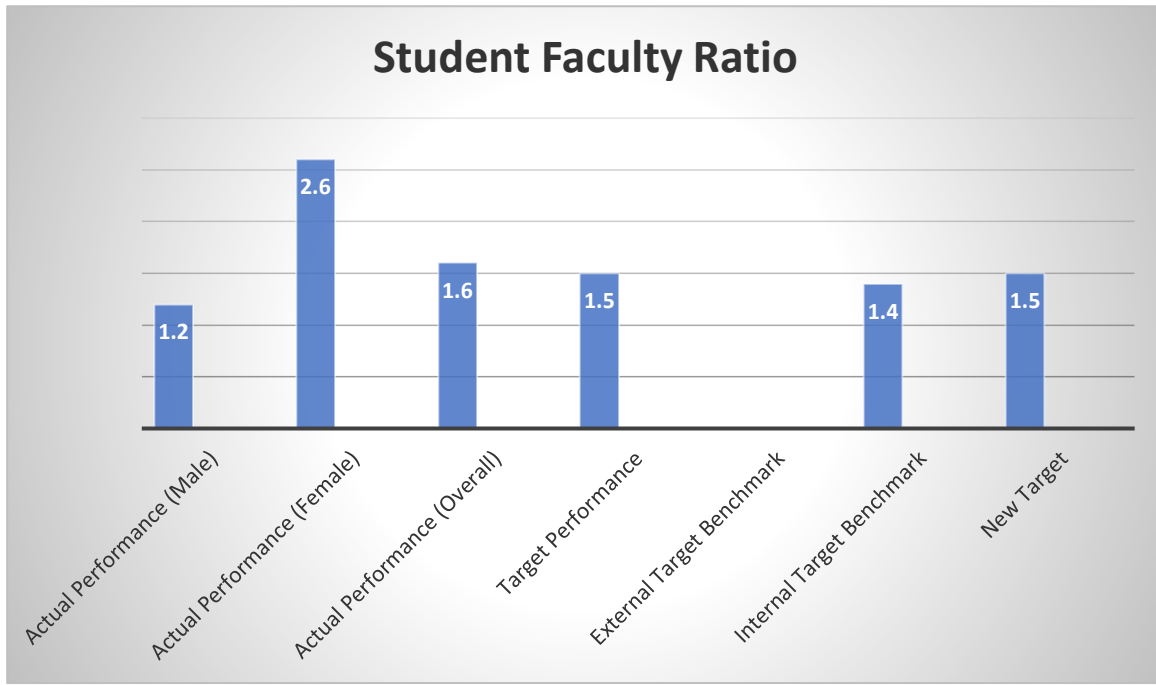
**5. Recommendations:**

- I. An appropriate strategy needs to be developed through focused group discussions with all the relevant stakeholders to improve the quality of facilities and equipment available to the program.
- II. It is recommended to increase the number of research labs with advanced equipment and establish a research chair for the physical therapy department for the standard evidence-based learning resources in the program.
- III. Research facilities should be improved for postgraduate students.

KPI: Ratio of students to faculty members		NCAAA KPI Reference Number: KPI-PG-10		
Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
1.6:1	1.5: 1	1.4:1	2.5:1	1.5: 1
<p>1. Analysis:</p> <p><b>KPI-PG-10a: Student-faculty Ratio for the academic year 1442-43 H</b></p>				



The actual result indicates (current year performance) that the ratio of students to teaching staff at the Physical therapy department is 1.2:1 and 2.6:1 for Male and Female sections respectively with overall ratio of 1.6:1.



By taking into consideration the current year performance and internal benchmarks, the target benchmark is retained for the next academic year 1442-43 at 1.5:1.

## 2. Comparison with last year and the benchmark data:

### KPI-PG-10b: Variation in male & female sections in student Faculty Ratio for the last two years

Further analysis was carried with respect to previous years data between male & female section, it was reported that in the year 1441-42H and 1440-41H the ratio of students to teaching staff were 1.6: 1 (M- 1.2:1, F- 2.6:1) and 1.2:1 (M- 1.7:1) respectively. This trend shows that the ratio between student and faculty is remains unchanged and students continue to experience good learning experiences at the program. The Target benchmark of 1.5:1 for the current year has been almost achieved. Based on the last two years of data, the internal benchmarking has been fixed at 1.4:1.

## 3. Strengths:

- i. The KPI analysis demonstrates the availability of the adequate faculty members compared to the number of students

- ii. This would positively improve the teaching, learning and research experience for the students.

**4. Weakness:**

- i. The proportion of the female teaching faculty is comparatively lesser than the male counterparts.
- ii. There are less female faculty members available for the female students to contribute to teaching, learning and research experience

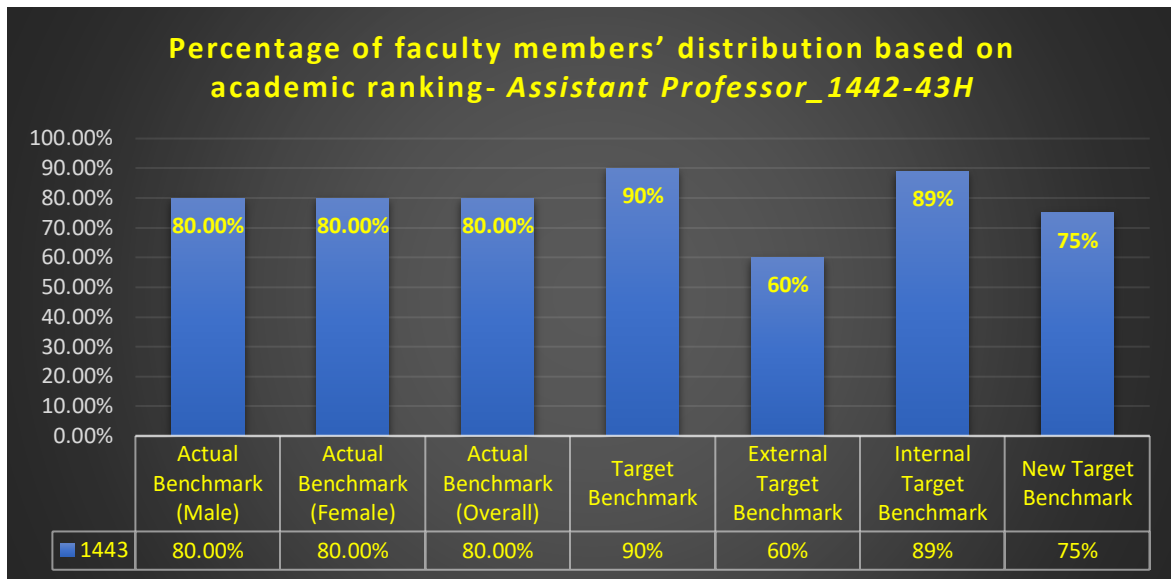
**5. Recommendations:**

- i. The college management needs to plan an appropriate student-teaching staff ratio depending on the students' admission rate, especially in the female section.
- ii. It is recommended to hire more female teaching faculties if it aims to recruit more students in the future.

KPI: Percentage of faculty members' distribution based on academic ranking			NCAAA KPI Reference Number: KPI-PG-11	
Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
<b>Percentage of faculty members' distribution based on academic ranking <i>Assistant Professor_1442-43H</i></b>				
Male: 80 % Female: 80 % Overall = 80%	90%	89%	60%	75%
<b>Percentage of faculty members' distribution based on academic ranking <i>Associate Professor_1442-43H</i></b>				
Male: 20 % Female: 20 % Overall = 20%	23.5%	15%	33.3%	25%
<b>Percentage of faculty members' distribution based on academic ranking <i>Professor_1442-43H</i></b>				
Male: 0 % Female: 0 % Overall = 0%	6.25%	3%	6.7%	10%
<b>6. Analysis:</b>				

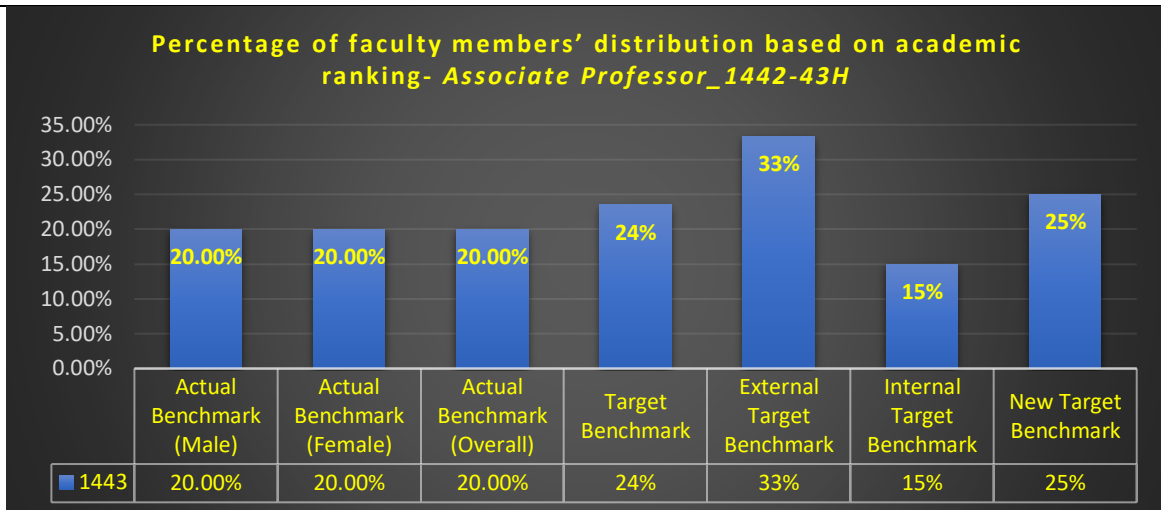
It has been observed that in the Department of Physical Therapy Master’s program, the percentage of teaching staff with assistant professor rank are **80%** for the male and **80%** for the female faculty respectively with overall actual benchmark percent of **80%** for the year 1442-43H.

**Fig-1a: Percentage of faculty members’ distribution based on academic ranking Assistant Professor\_1442-43H.**



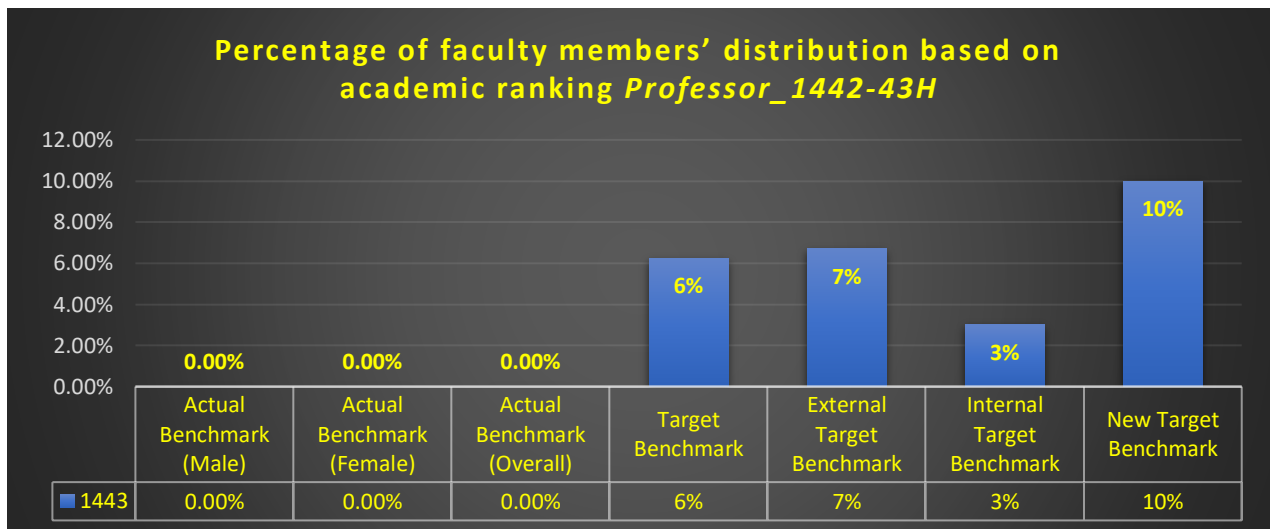
Based on the internal benchmark **89%**, the target benchmark was kept as **90%**. Since, the overall actual benchmark was **80%**, the external benchmark was achieved but did not achieve the internal & target benchmark, hence, the new target benchmark was kept at **90%** for the next academic year 1443-44H.

**Fig-1b: Percentage of faculty members’ distribution based on academic ranking Associate Professor\_1442-43H**



The percentage of teaching staff with associate professor rank was **20%** for the male and **20%** for the female sections respectively with overall actual performance percentage of **20%** for the master's program in the year 1442-43H. Based on the internal benchmark & actual benchmark of the year 1441-42H, the internal benchmark for the year 1442-43H was fixed at **15%** & the target benchmark was kept at **23.52%**. Since the actual performance benchmark was **20%**, achieved the internal benchmark but did not achieve the external benchmark (**33.3%**) and the target benchmark **23.52%**, so, the new target benchmark was kept as **25%** for the next academic year 1443-44H. The committee has recommended to promote or appoint two more associate professors to the program to achieve the target benchmark in both the sections one in each.

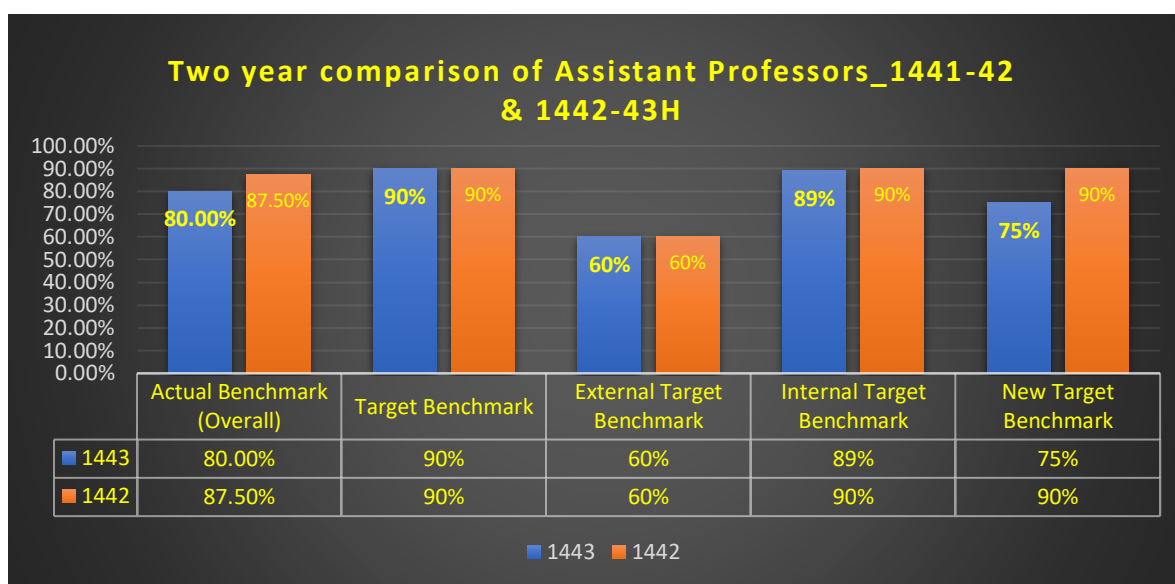
**Fig-1c: Percentage of faculty members' distribution based on academic ranking Professor\_1442-43H**



Since there was no full professor available during the academic year 1442-43H even after having the external benchmark as **6.7%** based on the PSAU, Al kharj, KSA and, the internal benchmark was fixed at **3%** and the target benchmark was also fixed at **6.25%**. Since the actual benchmark did not meet either the internal benchmark or the external benchmark. The new target benchmark was kept as **10%** for the academic year 1443-44H hoping to appoint the professors. One full professor was recommended to fulfill the minimum internal benchmark rank for the next academic year 1443-44H.

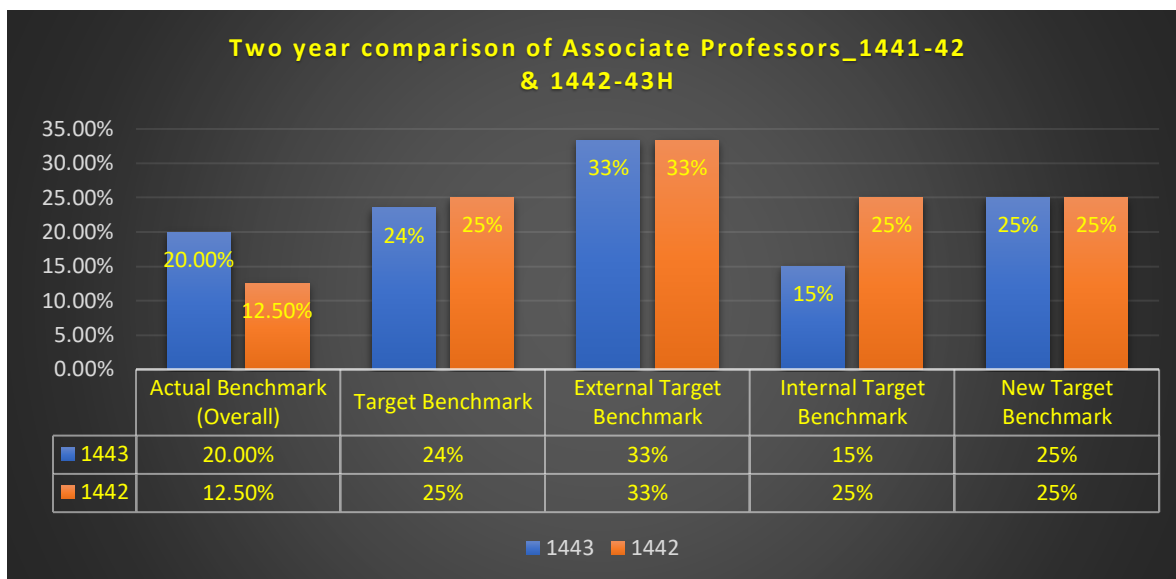
### Comparison with last year and the benchmark data:

Fig-2a: Two-year comparison of AssistantProfessors\_1441-42 & 1442-43H.



When compared to the previous year data, it has been observed that there was a slight decline in the percentage of overall actual benchmark (1442-43\_80%), this decline was due to one of the faculty members left the department and other promoted to associate professorship. The declined actual benchmark did not reach the internal and target benchmark but reached the external benchmark. The committee has recommended to appoint assistant professors in female section to achieve the internal as well the target benchmark for the year **1443-44**.

**Fig-2b: Two-year comparison of Associate Professors\_1441-42 & 1442-43H.**



When compared to the previous year data 1441-42, it has been observed that there was a slight improvement in the percentage of overall actual benchmark of associate professors from **12.5% to 20%** (1442-43-20%). This improvement is due to the promotion of one of the assistant professors to associate rank. The actual benchmark (1442-43-20%) had not overcome the internal, target as well the external benchmark of 1442. The committee has recommended to appoint/promote more associate professors in both section to the program to achieve the internal, target as well external benchmark.

We did not compare the professors ranking in the department due to non-availability of full-professors during the academic year 1442-43 and hence followed the previous year recommendations for the next academic year 1443-44H such as appointing professors in each section.

**Strengths:**

- i. The department has been consistently trying to maintain quality of teaching with available assistant and associate professors.
- ii. Associate professors have increased in their number from two to three.
- iii. Six assistant professors have applied to be promoted to Associate ranks.

**Weakness:**

- i. Female Assistant professors were less in proportion compared to male faculty.
- ii. Female Associate professors were less in proportion compared to male faculty

**Recommendations:**

- i. It is recommended to improve the current performance by promoting assistant professors to associate professor rankings.
- ii. It is recommended and recruit more female staff with assistant & associate professor rank to handle expected students' load.
- iii. It is also recommended to recruit one full time professor to meet the laid benchmark.

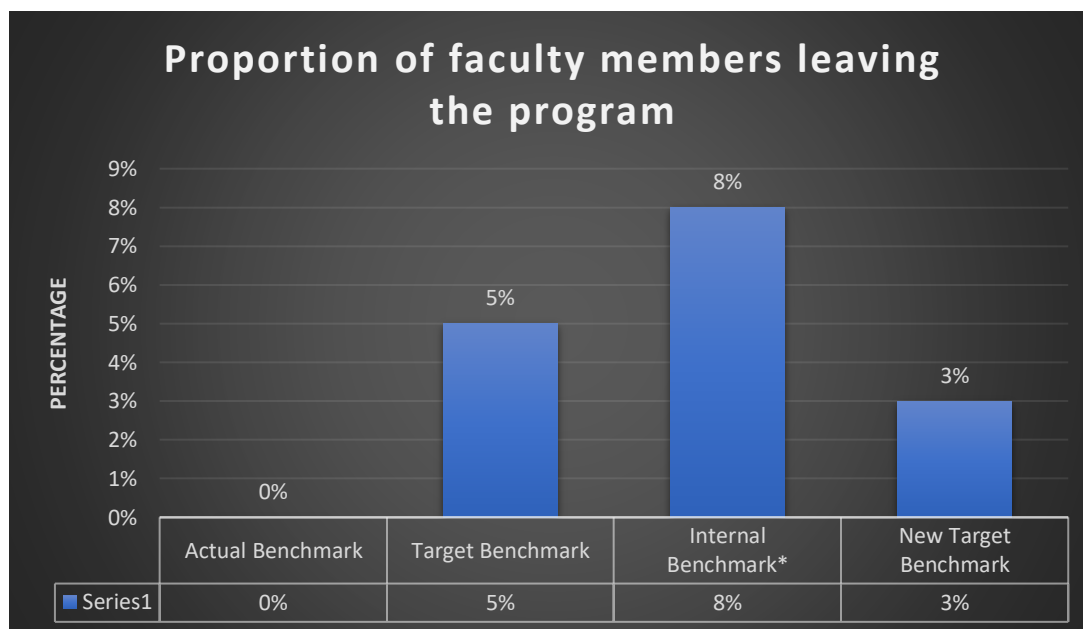
**KPI-PG-12 - Proportion of faculty members leaving the program**      **NCAAA KPI Reference Number: KPI-PG-12**

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
0%	3%	5%	0%	3%

**1. Analysis:**

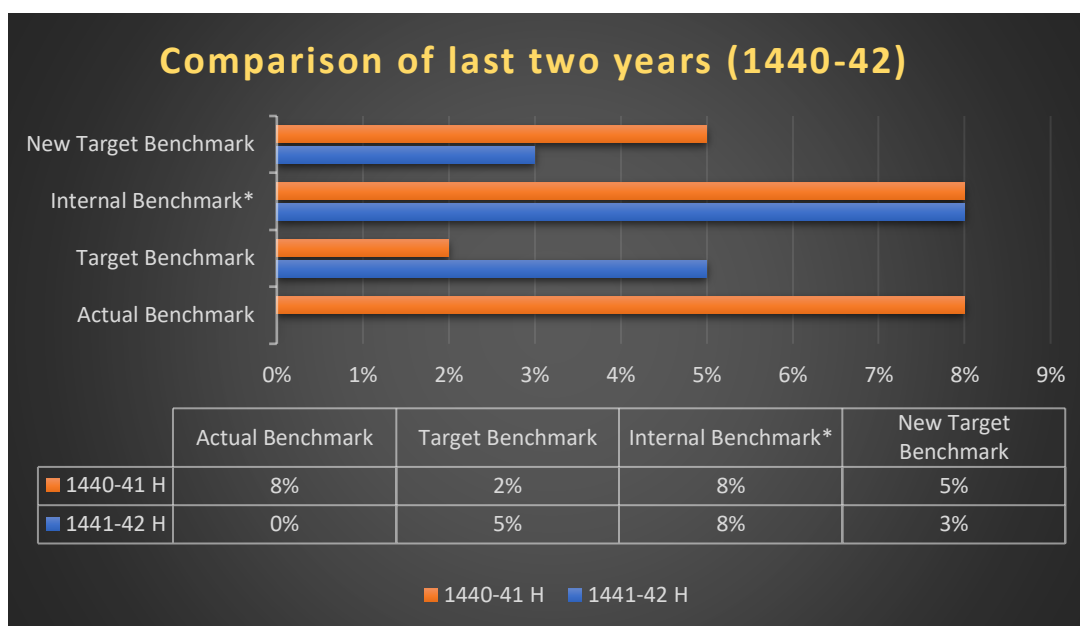
The data for this indicator were obtained from the Deanship of Faculty & Personnel Affairs at the Department level. The percentage was calculated by the total number of teaching staff leaving the department against the total number of faculty members working in the Department of Physical Therapy and Health Rehabilitation during the year 1442-43H. The attrition rate other than retirement shows a gradual decrease over the past years as shown in figure *KPI-PG-12a*.

**Fig. KPI-PG-12a -Proportion of teaching staff leaving the program annually**



## 2. Comparison with last year and the benchmark data:

A retrospective analysis was carried out to finding out the proportion of faculty members leaving the Department and it is reported as 7.5% for the academic year (1437-38) have reduced to 4.2% for the academic year 1440-41 H. The internal benchmark has been fixed as 5% by taking the average of the last three years' attrition rate. Based on this internal benchmark and the previous year's performances, the target was fixed at 3% for the academic year 1442-43 H.



## 3. Strengths:

- iii. There is a high degree of job satisfaction in both sections of teaching staff (Male and Female) and the attrition rate was not associated with dissatisfaction or conflicts associated with the quality of work-life of the faculty in the Department.

## 4. Weakness:

- iii. To obtain feedback from the teaching staff regarding their job satisfaction

## 5. Recommendations:

- iii. The Department should take necessary steps to maintain a low attrition rate.
- iv. It is recommended to continue the efforts to obtain feedback from the teaching staff regarding their job satisfaction to rectify their issues and promote a sense of ownership in the faculty members.

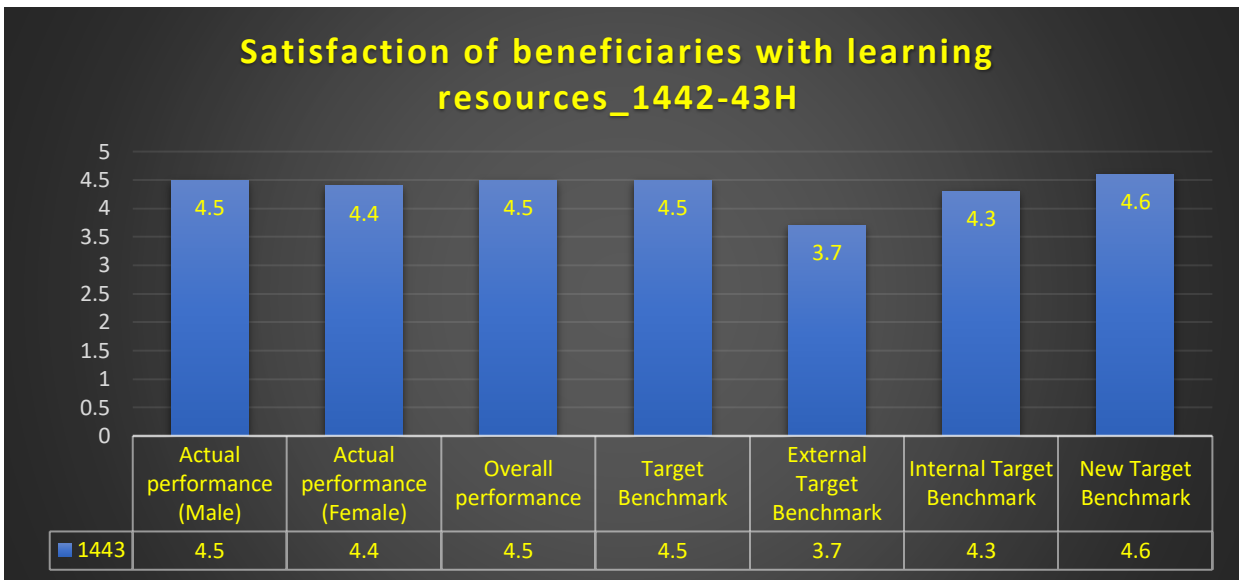


<b>KPI: Satisfaction of beneficiaries with learning resources.</b>			<b>NCAAA KPI Reference Number: KPI-PG-13</b>	
<b>Actual Benchmark</b>	<b>Target Benchmark</b>	<b>Internal Benchmark*</b>	<b>External Benchmark**</b>	<b>New Target Benchmark</b>
<b>4.5</b>	<b>4.5</b>	<b>4.3</b>	<b>3.7</b>	<b>4.6</b>

**1. Analysis:**

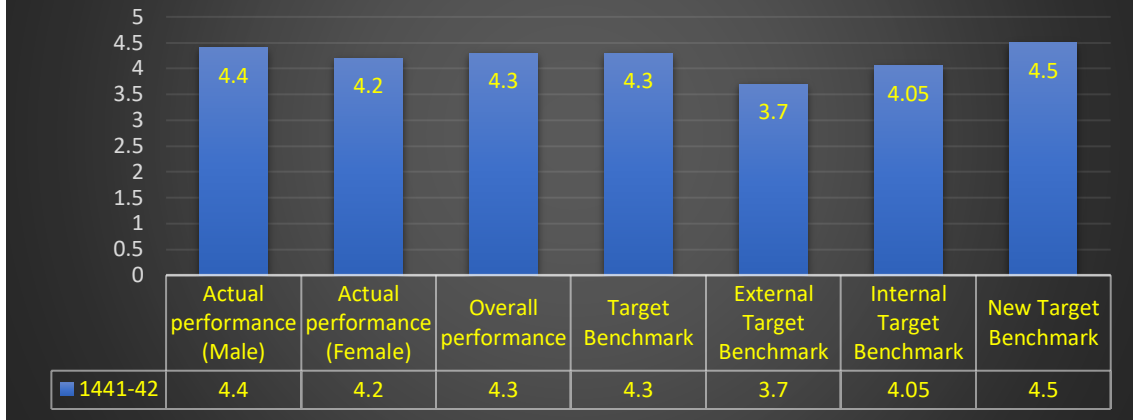
It has been observed that in the Department of Physical therapy, the percentage of satisfaction of beneficiaries with learning resources was 90 % in the academic year 1442-43H.

**Fig-1a: Satisfaction of beneficiaries with learning resources\_1442-43H.**



The average of beneficiary’s satisfaction rate with the learning resources has been reported **4.5** for male and female students in the year 1442-43H. Based on the previous year 1441-42H actual performance, the internal benchmark was fixed as **4.3** for the year 1442-43 and the target benchmark was fixed at **4.5** along with external Benchmark at **3.7**. Since, the actual overall performance achievement in the year 1442-43H was **4.5** which has reached the target benchmark **4.5** & crossed the internal and external benchmarks, the committee has fixed the new target benchmark as **4.6** for the next academic year 1443-44H.

## Satisfaction of beneficiaries with learning resources\_1441-42H



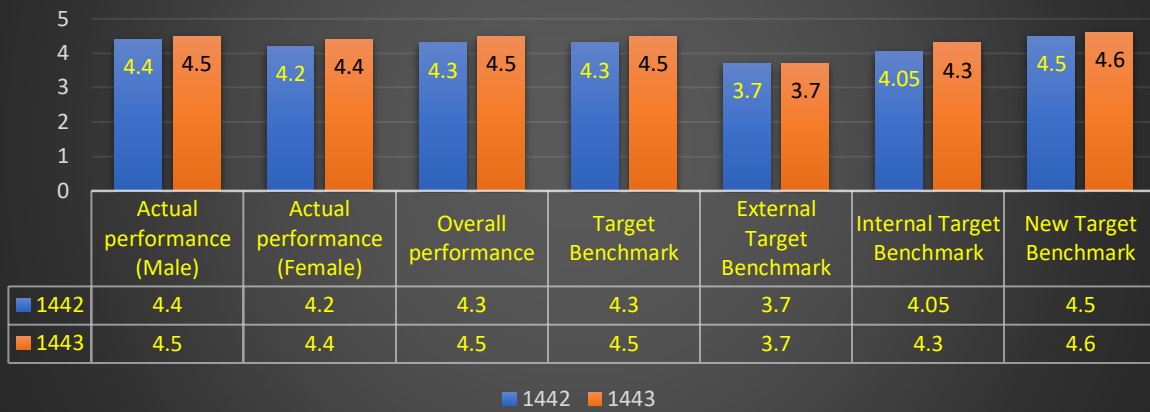
**Fig-1b: Satisfaction of beneficiaries with learning resources\_1441-42H.**

The average of beneficiary’s satisfaction rate with the learning resources has been reported as **4.3** for male and female students in the year 1441-42H. Based on the previous year 1440-41H actual performance & internal benchmark, the internal benchmark was fixed as **4.05** for the year 1441-42 and the target benchmark was fixed at **4.3** along with external Benchmark at **3.7**. Since, the actual overall performance achievement in the year 1441-42H was **4.3** which has reached at target benchmark **4.3** & crossed the internal and external benchmarks, the committee has fixed the new target benchmark as **4.5** for the next academic year 1442-43H.

### **2. Comparison with the last year benchmark data:**

**Fig-1c: Comparison of beneficiaries' satisfaction with the with learning resources for the last two years (1442 – 1443 H):**

## Comparison of Learning resources for the last two years-1442-1443H.



Further analysis was carried out with respect to previous years' data between males and females for the year 1442H & 43, it was reported that all the benchmark performance has been better achieved than the previous year 1442. The overall actual performance of the year 1443, **4.5** (90%) was better than 1442, **4.3** (86%); target performance of the year 1443, **4.5** was better than 1442, **4.3** (86%); internal performance of the year 1443, **4.3** (86%), was better than 1442, **4.05** (81%) respectively. The satisfaction rate of the learning resources has been improved compared to the previous year.

### Strengths:

1. Student's response rate regarding learning resources have been better year on year evaluation which is a major strength.
2. Orientation program has been one of the strengths of the program as this educates all the students to be acquainted with the program outlines for the new students.
3. Learning Resources and Facilities lecture rooms, laboratories are attractive and comfortable.
4. The functionality of the central library and its convenient timings.
5. The helpful teachers and their Encouragement to students to develop their study skills for a bright future.

### Weakness:

1. Lack of well-defined area for offering prayers.
2. Facilities for extracurricular activities such as sports and recreations were not satisfactory.

### Recommendations:

1. Internet Facilities must be fortified with a good service provider in the classrooms and as well in the labs.
2. Frequency of orientation programs should be increased.
3. Organized Student parking slots must be arranged.
4. Sports and recreational activities must be activated.
5. Separate Male & female rest places for students must be arranged.

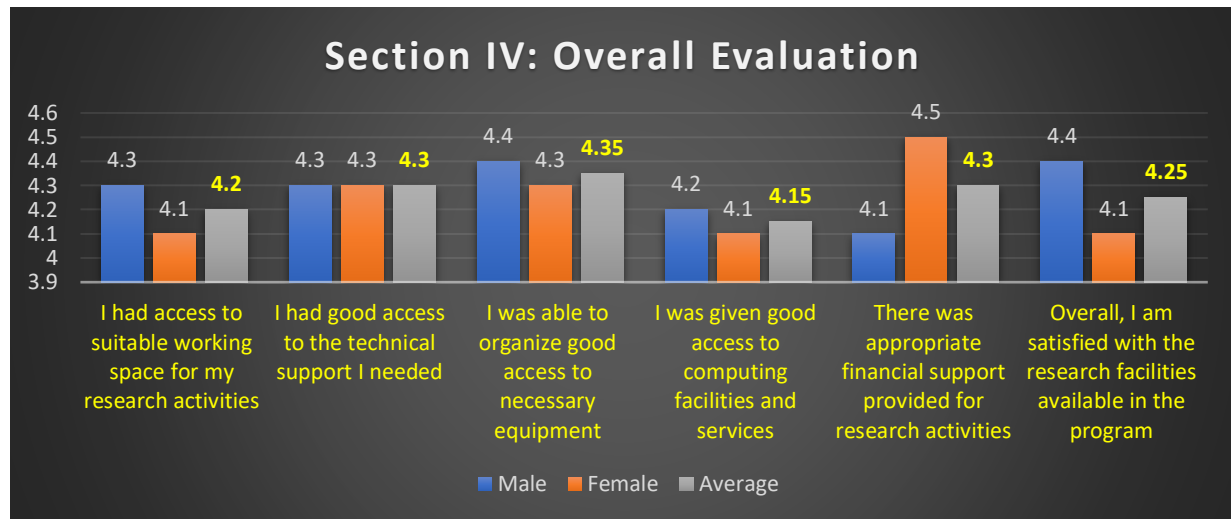
**KPI: Average rating of beneficiaries' satisfaction with student's scientific supervision and research facilities provided by the program on a five-level scale in an annual survey 1442-43** NCAAA KPI Reference Number: KPI-PG-14

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
4.4	4.3	3	4.3	4.5

**1. Analysis:**

It has been observed that the average rating of the student's satisfaction with the scientific supervision and research facilities was 4.4 on a five-level scale.

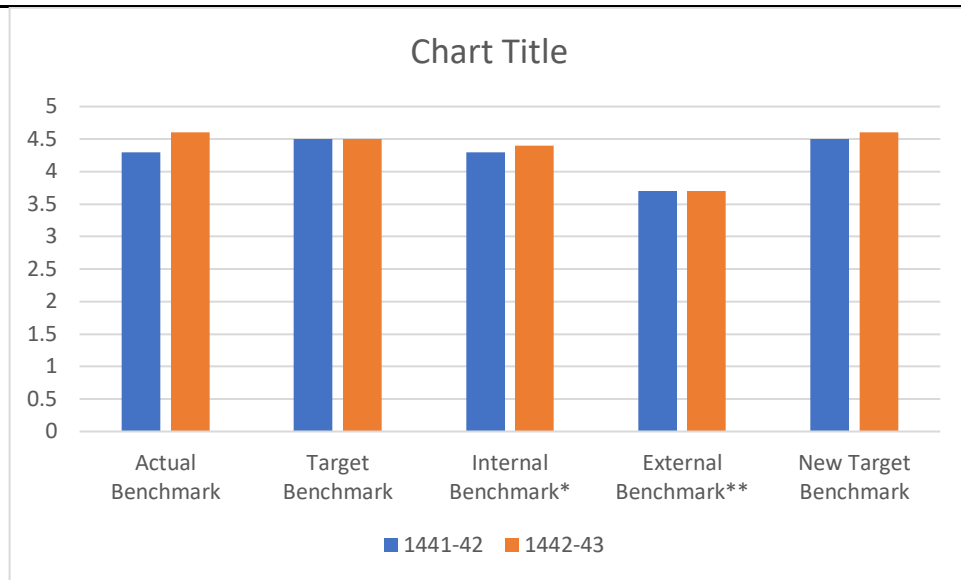
*Fig. KPI –PG-14: Average rating of students for the year 1442-43*



By taking into consideration the current year performance and internal benchmarks, the target benchmark is increased for the next academic year (1443-44) at 4.5

**2. Comparison with last year and the benchmark data:**

*Fig. KPI-PG-14: Average rating of student's' satisfaction with the quality of learning for the last two years (1441 – 1443 H).*



Further analysis was carried with respect to previous year achievement, it was reported that in the year 1441-42H the satisfaction level of the beneficiaries with the quality of learning was 4.2. Satisfaction level has been increased with the provided services in 1442- 43 H (i.e., 4.4). This constant improvement has given the room to increase the new target benchmark as 4.5 for academic year 1443 – 1444 H.

**3. Strengths:**

- i). Each thesis proposal was presented in front of an expert research committee which helped in significantly improving the scientific content of the proposal.
- ii). Motivating the students to modify their thesis according to the journal format was encouraged and supervised by the mentors, which helped in increasing the publications.

**4. Weakness:**

- i). The department lacks collaboration with other international centres of excellence in PT research.
- ii) The department needs to be provided with many opportunities for the students' social interaction with other postgraduate students. This will help them not only to get quickly acquainted with the holistic aspect of healthcare with better ideas of conducting research which will be valuable to society.

**5. Recommendations:**

- i). Multidisciplinary research teams should be created to facilitate research in contemporary areas with a wider Suggestions for improvement have been discussed in the department council . This will help the masters' students with better understanding of the issues so that better research can be facilitated. •

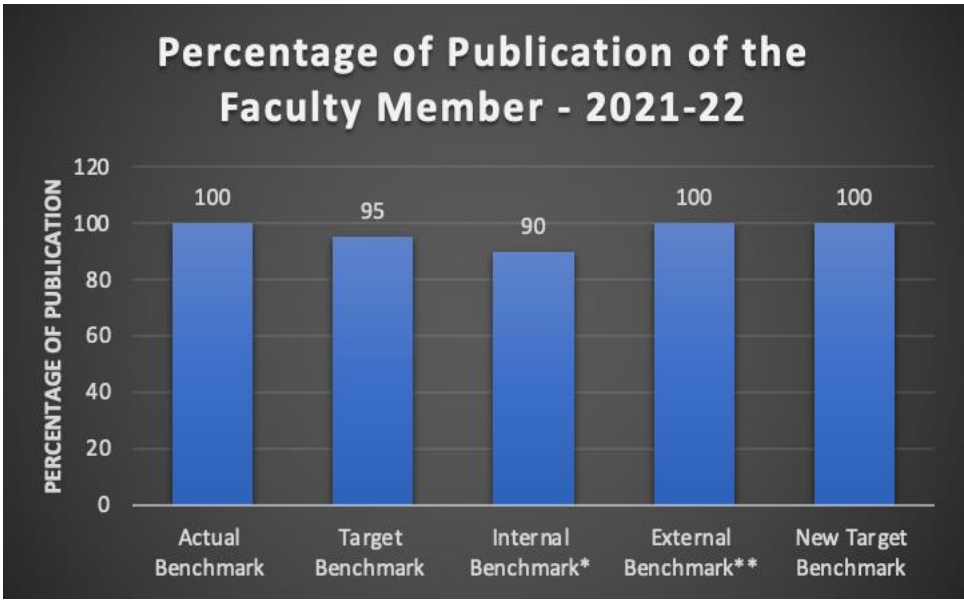
The department must collaborate with other public health institutions such as KAUST and other center of excellence in Physical Therapy research inside and outside the kingdom must be facilitated to provide better exposure to the master's level students to perform more productive research. More workshops are conducted using various research tools to accelerate students' learning and capacity building

**KPI-PG-15 - Percentage of publications of faculty members** **NCAAA KPI Reference Number: KPI-PG-15**

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
100%	95%	90%	100%	100%

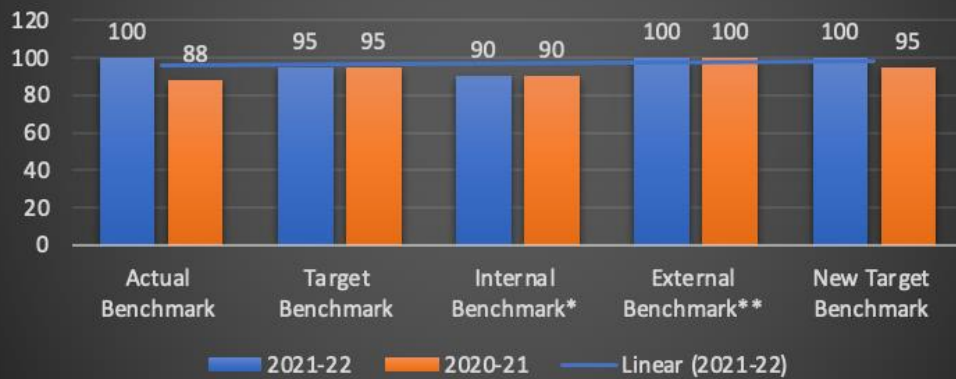
1. Analysis:

*Fig. KPI-PG-15a - Percentage of full-time faculty members who published at least one research (2021-22)*



*Fig. KPI-PG-15b - Percentage of full-time faculty members who published at least one research for the last two years (2020-22)*

## Analysis of Percentage of Publication of the Faculty Member for the last two years (2020-22)



The numerator of this KPI includes the refereed publications indexed in PubMed, Scopus and all national selected university journals. Similarly, the denominator comprises of, assistant professors, associate professors & professors in the Department. Based on the calculation of the internal benchmark (i.e. an average of last three years performance), the committee made some changes in the target (95%) which is kept above the internal benchmark as a measure to attain continuous improvement. While measuring the actual performance, it was observed that the proportion of full-time members of teaching staff with at least one refereed publication during the academic year 1441-42 is measured as 88%. The increase could be due to the engagement of faculty members in research-oriented activities and development of new research lab. In view of the above, the committee decided to higher the new target for the next forthcoming academic year 1442-43 to 100%.

### 2. Strengths:

- i. There is a steady increase in the number of teaching staff with at least one refereed publication over time.
- ii. Both the sections (male and female) of teaching staff are actively involved in research and publications.
- iii. Formulated research groups that can collectively publish as co-authors will have a direct effect on improving the KPI.

### 3. Weakness:

- iv. Number of publications comparatively less

**4. Recommendations:**

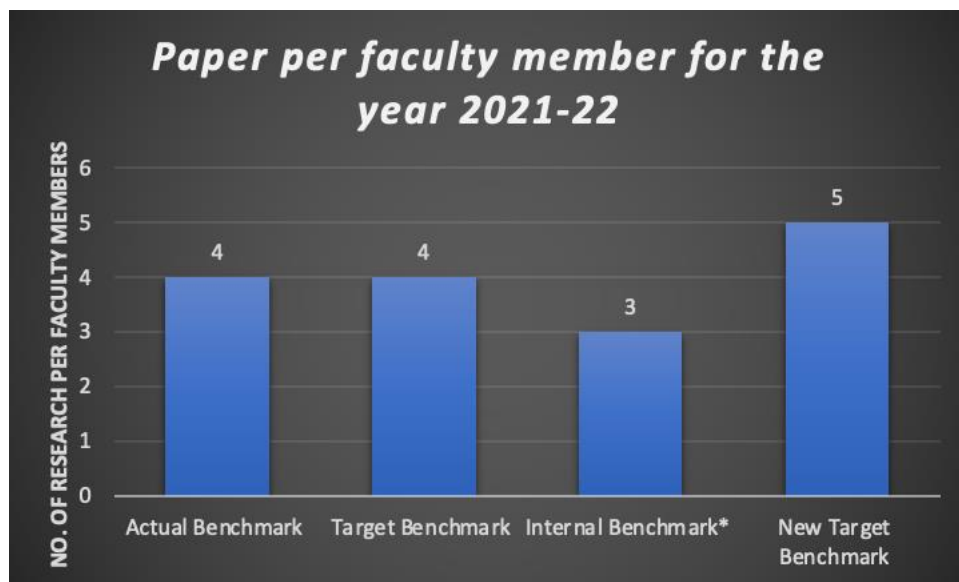
- i. Greater emphasis should be laid on the importance of publications during appraisal of teaching staff performance, as well as nominations for recognition and rewards.
- ii. The Department should continue to gradually increase the number of publications.

**KPI-PG-16 - Rate of published research per faculty member**      **NCAAA KPI Reference Number: KPI-PG-16**

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
4	4	3	Not assessed	5

**1. Analysis:**

*Figure KPI-PG-16a: Paper per faculty member for the year 2020 & 2021*



*Figure KPI-PG-16b: Paper per faculty member for the last two academic year 2020 & 2022*



### *Paper per faculty member for the lqst two year -2020-22*



The average number of papers per faculty member in the year 2021 was 3.5, which was increased to 4 in the year 2022. There was an increase in publication rate and the internal benchmark of 3 papers/faculty was achieved.

#### **2. Strengths:**

- iv. Notable improvement in the overall publication ratio of Department of Physical Therapy and Health Rehabilitation.
- v. Both the sections (Male and Female) of teaching staff are actively involved in research and publications.

#### **3. Weakness:**

- v. Publications in highly reputed peer-reviewed journals are less

#### **4. Recommendations:**

- iii. The Department should maintain the current publication ratio i.e., 1 and should improve further publications in highly reputed peer-reviewed journals.
- iv. The Department must disseminate the positive outcomes of Faculty Members' Research Performance Evaluation and its impact on their promotional activities.

**KPI: Citations rate in refereed journals per faculty member**

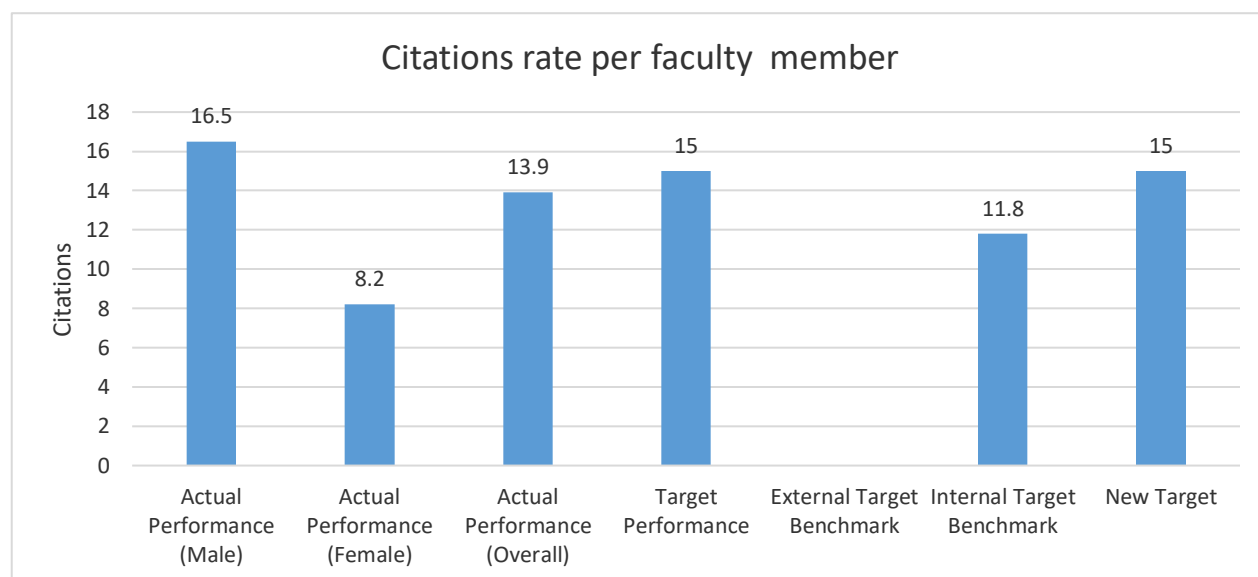
NCAAA KPI Reference Number: KPI-PG-17

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
13.9	15	11.8		17

**1. Analysis:**

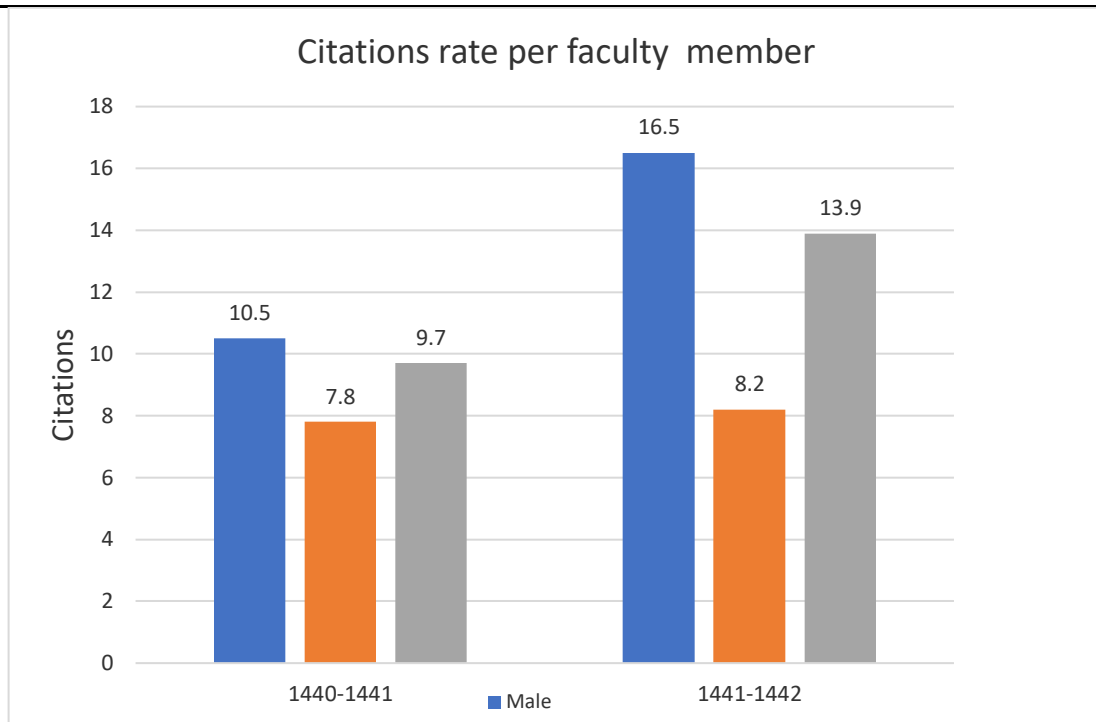
**Fig. KPI-PG-17a: Citation per Faculty member in 1441-42 H**

The actual KPI performance is 16.5 and 8.2 for Male and female section respectively with an overall of 13.9 for the program which is slightly higher than the internal benchmark (11.8). The actual performance (13.9) is lesser than the target performance, which is 15 due to reduced ratio in the female section. Hence the new target benchmark is retained as last year for the new academic year 1441-42 H.



**2. Comparison with last year and the benchmark data:**

**Fig. KPI-PG-17b: Variation in male & female sections in Citation per Faculty member ratio for the last two years**



The actual benchmark value is less than the target and more than the internal benchmark. Moreover, there is a marked gender difference in this KPI which skews the overall actual KPI to the lower level. However, the stability and the consistency of number of citations for male teaching staff are notably remarkable. While observing the citation trend of two years (1440 to 1442), the citations of male teaching staff has shown an increase. On the other side if we look at *Fig. KPI-PG-17b*: that shows the cumulative number of citations per year for last two years, a steady increase in the number of citations can be observed over the years. This indicates a positive and healthy trend. By exploring other possible factors contributing for this trend shows that this could be due to the combined effect of the research profile of the faculty members who leave and join the college every year. In this context, the program has put forth number of significant initiatives to enhance high quality publications from female faculty members and also to increase the consistency and stability of male faculty members' publications.

### 3. Strengths:

- i. There is steady raise in the citation ratio for both male and female faculty members.
- ii. This shows that the research output of the faculty members are of good quality and was referred and cited by researchers across the globe.

### 4. Weakness:

- i. The citations rate per female faculty member is lesser than the male faculty members.
- ii. The lesser citation rate observed in the female faculty members may be due to the decrease in the number and quality of the published research.

**5. Recommendations:**

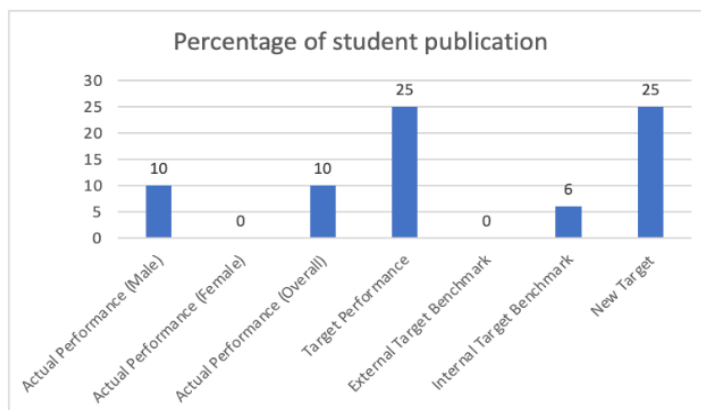
- i. Encourage the faculty members to utilize the manuscript editing services provided by the Deanship of Research, which could improve the quality of the research publication and thereby increase the citations.
- ii. The faculty members should be oriented about the promotion strategies of their published research through various research platforms and social medias.
- iii. The research interests and the list of publications of the faculty members should be available in their faculty profile page in the university website.
- iv. Peer-support in various research stages right from the proposal to reporting of the results should be encouraged among the faculty members.

**KPI: Percentage of students' publication** *NCAAA KPI Reference Number: KPI-PG-18*

Actual Benchmark	Target Benchmark	Internal Benchmark*	External Benchmark**	New Target Benchmark
<b>10%</b>	<b>25%</b>	<b>6%</b>	<b>0%</b>	<b>25%</b>

**1. Analysis:**

**Fig. KPI-PG-18a: Analysis of percentage of student publication**

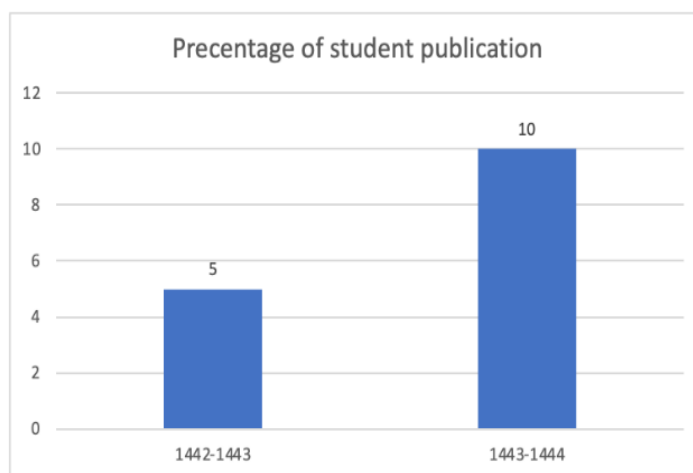


The actual KPI performance is 10% and 0% for Male and female section respectively with an overall of 10% for the program which is slightly higher than the internal benchmark (6%). The

actual performance (10%) is lower than the target performance, which is 25% due to lack of publications among female students. Hence the new target benchmark is retained as 25 % for the new academic year 1444-45 H.

## 2. Comparison with last year and the benchmark data:

*Fig KPI-PG-18b: Two-years trend of student's publication*



The KPI actual performance for the current year was 10 % which is better than the achievement of 1441 -42 H (i.e. 5%). Last two year's data (1440-41 and 1441-42 H) have been used to fix the target benchmark. Though actual benchmark achievement is less than the target benchmarks it is decided to retain the new target benchmark as 25% for the next academic year 1444-45 H.

## 3. Strengths:

- i. There is steady raise in the publication percentage among male students.
- ii. This shows that the thesis of the male master students was of good quality.

## 4. Weakness:

- i. There was no thesis published in the peer-reviewed journals by the female master students.
- ii. This affects the over achievement of the KPI with regard to percentage of student publication.

## 5. Recommendations:

- i. Encourage the students to publish their thesis in the peer-reviewed journals.
- ii. Workshops to be conducted to the master students to structure their thesis as a manuscript of the target journal of interest.

