

NCAAA Program Key Performance Indicators (KPIs)

MSc. Construction Project Management (CPM)

2024-2025

DEPARTMENT OF CIVIL ENGINEERING

COLLEGE OF ENGINEERING

College of Engineering

كلية الهندسة

KPI No.	KPI	KPI Results				
		Target	Actual	Internal Benchmark	External Benchmark (Qassim University)	New Target
KPI-PG-1	Students' evaluation of the quality of learning experience in the program	4.40	4.70	4.66	4.21	4.50
KPI- PG-2	Students' evaluation of the quality of the courses	4.40	4.34	3.90	4.67	4.40
KPI-PG-3	Students' evaluation of the quality of academic supervision	4.10	4.66	4.60	4.71	4.20
KPI-PG-4	Average time for students' graduation	2years	2years	2years	2years	2years
KPI-PG-5	Rate of students dropping out of the program	0	16.6%	4.3%	14%	0
KPI-PG-6	Employers' evaluation of the program graduates' competency.	4.20	4.50	4.40	4.17	4.30
KPI-PG-7	Students' satisfaction with services provided	4.50	4.71	4.70	4.3	4.60
KPI-PG-8	Ratio of students to faculty members	2.0	1.25	1.85	3.6	2.0
KPI-PG-9	Percentage of publications of faculty members	100%	100%	100%	92%	100%
KPI-PG-10	Rate of published research per faculty member	12	10	10	3.5	12
KPI-PG-11	Citations rate in refereed journals per faculty member	250	332	241	10	300
KPI-PG-12	a) Percentage of students who published their research in refereed journals.	50%	30%	45%	11%	50%
	b) Percentage of students who published their research in conferences	50%	30%	25%	4%	50%
KPI-PG-13	Number of patents, innovative products, and awards of excellence	3	05	3	52	05

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Detailed KPI Analysis Report – (2024-25)

KPI-PG-1: Students' evaluation of the quality of learning experience in the program

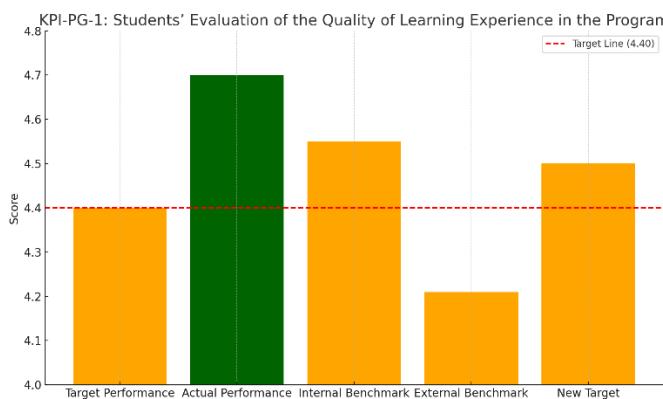
Target Performance Level: 4.40

Actual Performance Level: 4.70

Internal Benchmark: 4.66

External Benchmark (Qassim University 2023-24): 4.21

New Target (Next Year): 4.5



Strengths:

- The program significantly exceeds both the internal and external benchmarks.
- The actual performance level of 4.70 reflects a strong satisfaction with the quality of learning, curriculum design, faculty support, and academic environment.

Weaknesses:

- No immediate weaknesses observed based on this KPI.
- However, sustaining this high performance consistently across future cohorts requires proactive curriculum and faculty engagement.

Recommendations:

- Maintain the current best practices contributing to this success, such as learner-centered teaching, mentorship, and modern course content.
- Continue gathering student feedback to promptly address any minor issues that may arise.

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KPI-PG-2: Students' evaluation of the quality of the courses

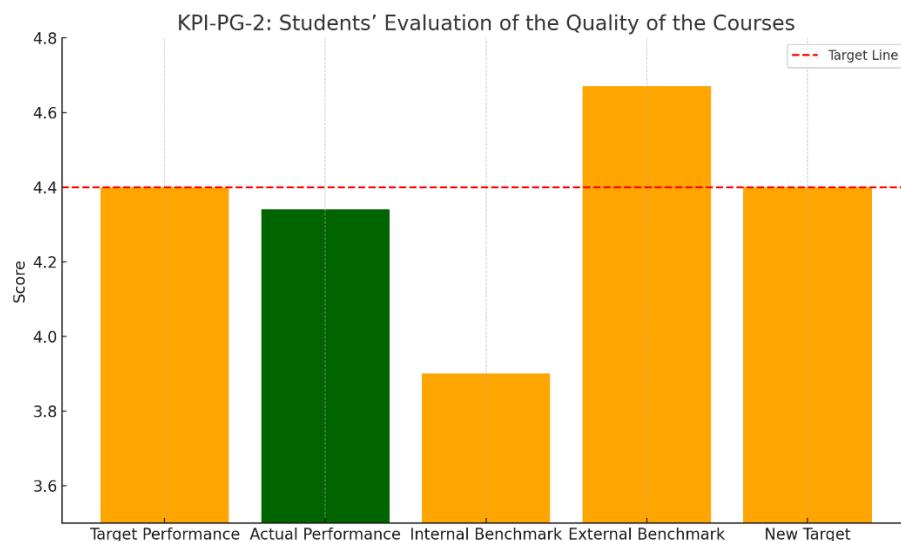
Target Performance Level: 4.40

Actual Performance Level: 4.34

Internal Benchmark: 3.90

External Benchmark (Qassim University 2023-24): 4.67

New Target (Next Year): 4.4



Strengths

- The actual performance (4.34) significantly exceeds the internal benchmark (3.90), indicating strong course quality compared to historical or internal norms.
- The actual score (4.34) is very close to the target (4.40), reflecting consistent and stable quality.

Weaknesses

- Performance is notably lower than Qassim University (4.67), indicating a competitive gap.
- The actual score (4.34) fell slightly short of the target (4.40), showing room for improvement in student satisfaction.

Recommendations

- Identify specific aspects of course quality that lower student ratings through mid-course surveys or focus groups.
- Study top-performing institutions (like Qassim University) to adopt instructional methods or curriculum designs that enhance perceived course quality.

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KPI-PG-3: Students' evaluation of the quality of academic supervision

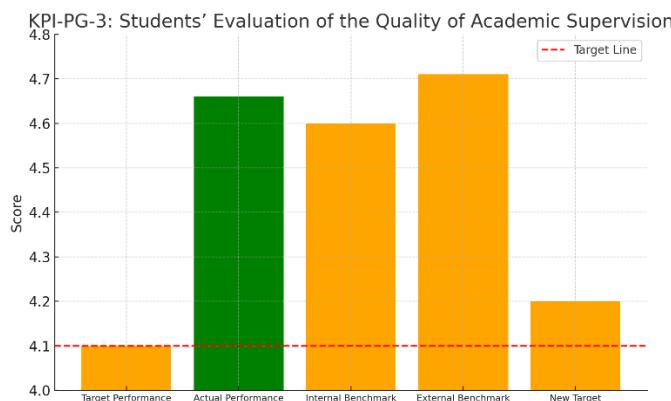
Target Performance Level: 4.1

Actual Performance Level: 4.66

Internal Benchmark: 4.6

External Benchmark (Qassim University 2023-24): 4.71

New Target (Next Year): 4.2



Strengths

- Exceeds all performance expectations, with the actual score (4.66) surpassing the target (4.1), internal benchmark (4.6), and new target (4.2).
- Nearly matches external benchmark, falling just 0.05 short of Qassim University's 4.71, indicating strong competitiveness.

Weaknesses

- Small gap remains with top external comparator, suggesting a final push is needed to achieve excellence.
- High performance not broadly leveraged, missing opportunities for recognition or institutional branding.

Recommendations

- Promote and replicate successful supervision practices across departments to maintain strong performance.
- Highlight outstanding results in institutional marketing, accreditation reports, and faculty development programs.

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KPI-PG-4: Average time for students' graduation

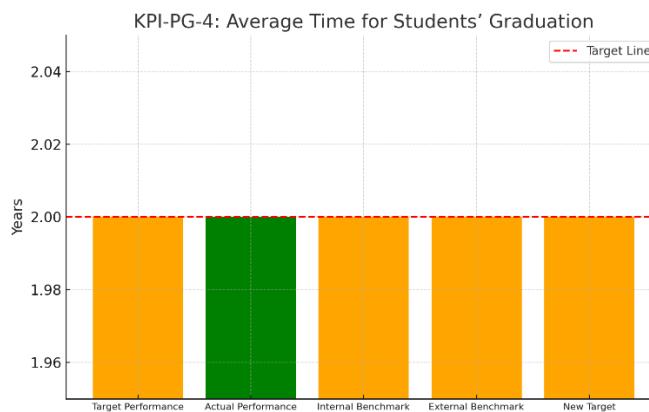
Target Performance Level: 2.0

Actual Performance Level: 2.0

Internal Benchmark: 2.0

External Benchmark (Qassim University 2023-24): 2.0

New Target (Next Year): 2.0



Strengths: Target achieved or exceeded.

Weaknesses: None identified.

Recommendations: Maintain performance with continuous quality assurance practices.

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KPI-PG-5: Rate of students dropping out of the program

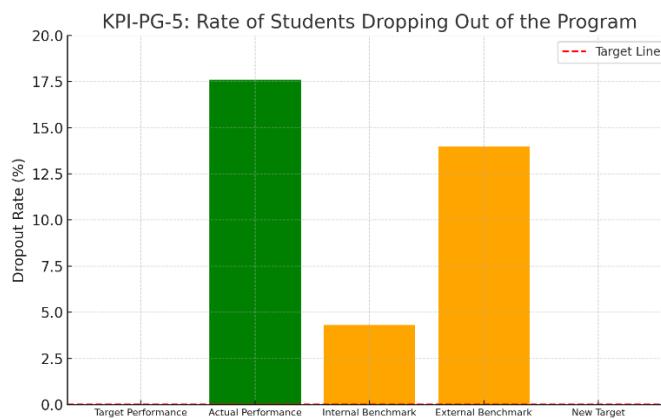
Target Performance Level: 0.0

Actual Performance Level: 16.6% (Total enrolment 10+8=18; dropout 3)

Internal Benchmark: 4.3 %

External Benchmark (Qassim University 2023-24): 14.0

New Target (Next Year): 0.0



Strengths

- Data transparency maintained, with accurate dropout calculation based on small cohort (3 out of 18 students).
- Benchmark comparisons are clear, enabling targeted gap analysis with internal (4.3%) and external (14%) references.

Weaknesses

- Significantly exceeds all benchmarks, with a dropout rate of 16.6% over four times higher than internal benchmark and 3.6% above external.
- Far from target of 0%, indicating serious retention and engagement issues within the program.

Recommendations

- Conduct exit interviews and root cause analysis, to understand why students are leaving and address underlying factors.
- Strengthen academic and personal support systems, including early-warning tools, mentorship programs, and counseling services

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KPI-PG-6: Employers' evaluation of the program graduates' competency

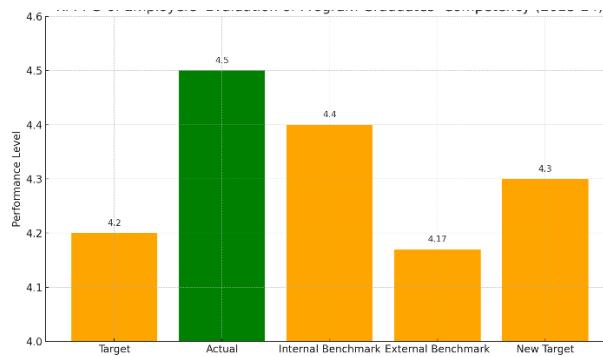
Target Performance Level: 4.20

Actual Performance Level: 4.50

Internal Benchmark: 4.40

External Benchmark (Qassim University 2023-24): 4.17

New Target (Next Year): 4.30



Strengths

- The actual performance level (4.4) surpassed both the internal (4.22) and external (4.17) benchmarks.
- Achieved higher than the target (4.2), indicating positive development and effective program strategies.

Weaknesses: None identified.

Recommendations: Maintain performance with continuous quality assurance practices.

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KPI-PG-7: Students' satisfaction with services provided

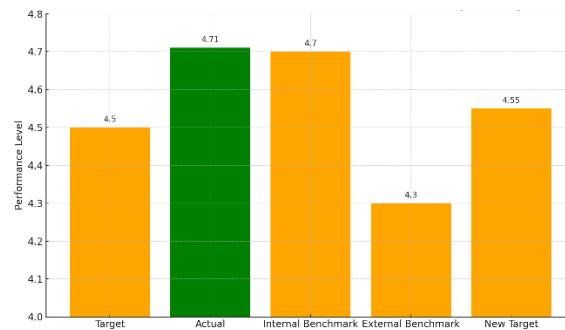
Target Performance Level: 4.50

Actual Performance Level: 4.71

Internal Benchmark: 4.70

External Benchmark (Qassim University 2023-24): 4.30

New Target (Next Year): 4.60



Strengths

- Actual performance (4.71) surpasses both the internal benchmark (4.70) and target (4.50), indicating exceptional student satisfaction.
- Far exceeds the external benchmark (4.30), reflecting the institution's superior service quality.

Weaknesses: None identified.

Recommendations: Maintain performance with continuous quality assurance practices.

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KPI-PG-8: Ratio of students to faculty members

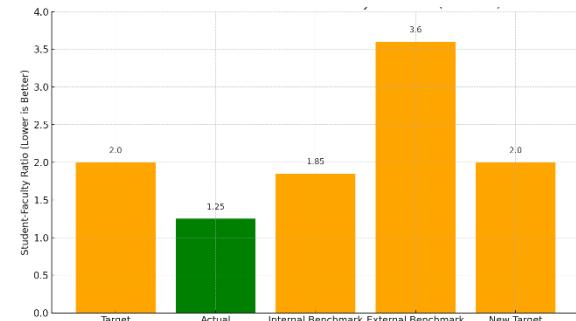
Target Performance Level: 2.0

Actual Performance Level: 1.25

Internal Benchmark: 1.85

External Benchmark (Qassim University 2023-24): 3.6

New Target (Next Year): 2.0



Strengths

- An actual ratio of 1.25 indicates students benefit from personalized attention and small class sizes.
- Performs significantly better than both internal (1.85) and external (3.6) benchmarks, showcasing a strong faculty-student balance.

Weaknesses: None identified.

Recommendations: Maintain performance with continuous quality assurance practices.

Calculation:

Number of faculty members engaged in MSc. CPM teaching (2024–25): 12

Number of students enrolled during (2024–25): 15

Calculated Student-to-Teaching Staff Ratio: 1.25:1

Course Coordinator	461	462	Thesis
Dr. M. Hechmi El Ouni			Thesis
Dr. Javed Mallick	CE-783		Thesis
Dr. Mohammed Abdullah Dahim	CE-793	CE-786	
Dr. Meshel Qablan Alkahtani	CE-782		Thesis
Dr. Ibrahim I. Al Falqi	CE-788		
Dr. Dhafar Ali A. Qahtani	CE-781	CE-784	Thesis
Dr. Abdullah Naser Asiri		CE-785	Thesis
Dr. Abdullah Faiz S. Asmari			Thesis
Dr. Mohannad Riyad Asiri			Thesis
Dr. Jameel Sardar			Thesis
Dr. Essam Thaqfi			Thesis
Dr. Mohd Ahmed			Thesis

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KPI-PG-9: Percentage of publications of faculty members

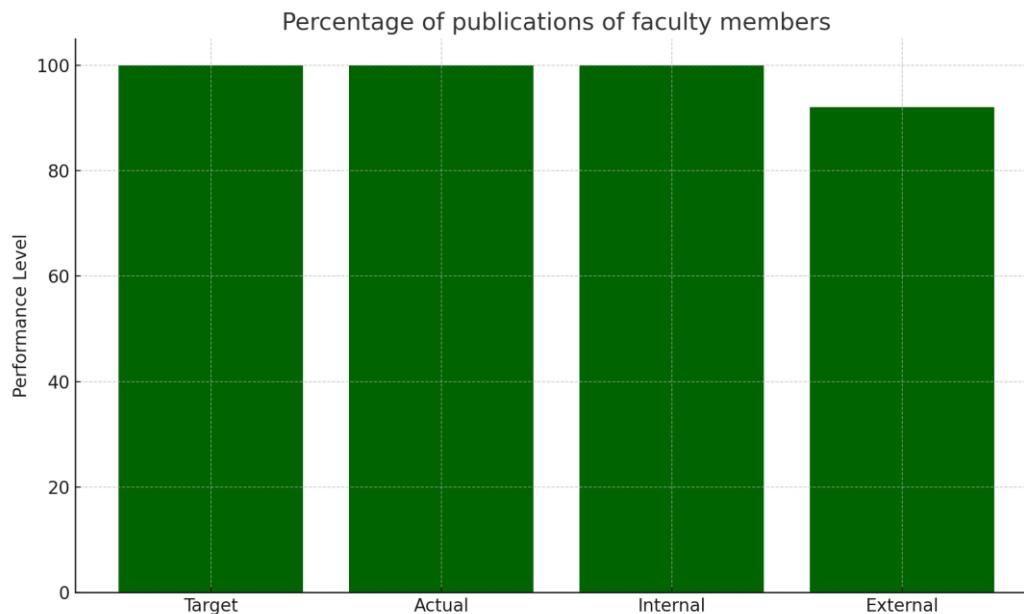
Target Performance Level: 100.0

Actual Performance Level: 100.0

Internal Benchmark: 100.0

External Benchmark (Qassim University 2023-24): 92.0

New Target (Next Year): 100.0



Strengths: Target achieved.

Weaknesses: None identified.

Recommendations: Maintain performance with continuous quality assurance practices.

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KPI-PG-10: Rate of published research per faculty member

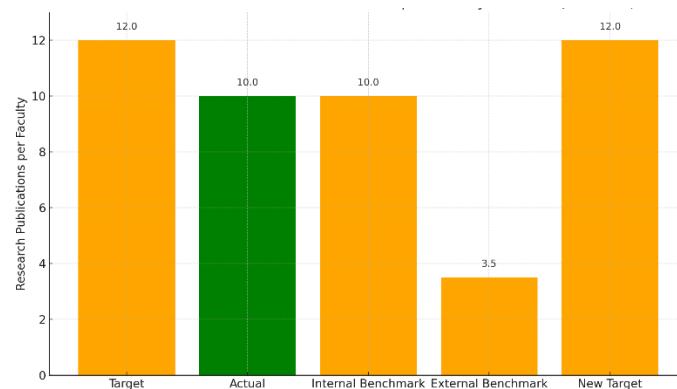
Target Performance Level: 12.0

Actual Performance Level: 10.0

Internal Benchmark: 10.0

External Benchmark (Qassim University 2023-24): 3.5

New Target (Next Year): 12.0



Strengths

- The actual rate (10.0) meets the internal benchmark, reflecting consistent faculty research output.
- Significantly exceeds the external benchmark (3.5), indicating competitive research productivity.

Weaknesses

- The actual output falls short of the target (12.0), highlighting a gap in research performance goals.
- No improvement over the internal benchmark suggests stagnation in research growth.

Recommendations

- Offer incentives, training, or time allocation to boost faculty research productivity.
- Consider whether the 12.0 target is realistic or requires adjusted strategies and resources to achieve

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KPI-PG-11: Citations rate in refereed journals per faculty member

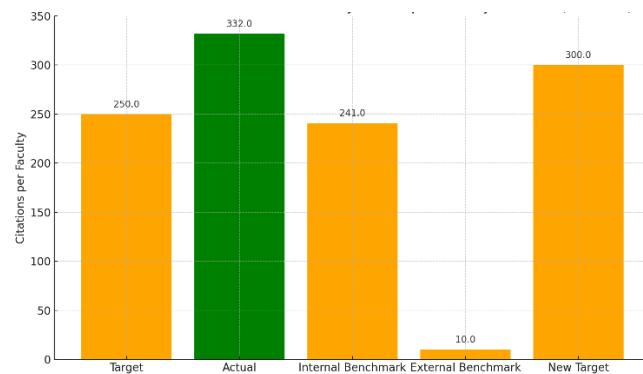
Target Performance Level: 250.0

Actual Performance Level: 332.0

Internal Benchmark: 241.0

External Benchmark (Qassim University 2023-24): 10.0

New Target (Next Year): 300.0



Strengths

- Actual citation rate (332.0) significantly exceeds the target (250.0) and internal benchmark (241.0).
- Outperforms the external benchmark (10.0) by a wide margin, reflecting strong research impact.

Weaknesses

- Maintaining such a high citation rate may be challenging without continuous high-quality research output.

Recommendations

- Align future targets closer to current performance to maintain ambition and recognize potential.
- Continue encouraging publications in widely cited journals and support faculty collaboration

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KPI-PG-12: Percentage of students who published their research in refereed journals and conferences

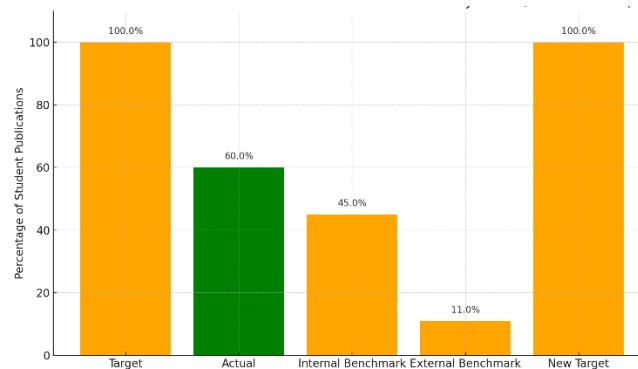
Target Performance Level (overall): 100.0

Actual Performance Level (last year student published their research 2023-24): 60.0

Internal Benchmark: 45.0

External Benchmark (Qassim University 2023-24): 11.0

New Target (Next Year) (overall): 100.0



Strengths

- Achieved 60% student research publication rate well above both internal (45%) and external (11%) benchmarks.
- Demonstrates a culture of academic engagement and growing student research activity.

Weaknesses

- Despite improvement, the actual figure remains significantly below the 100% target.

Recommendations

- Provide structured mentorship, workshops, and publication assistance to boost student participation in scholarly work

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KPI-PG-13: Number of patents, innovative products, and awards of excellence

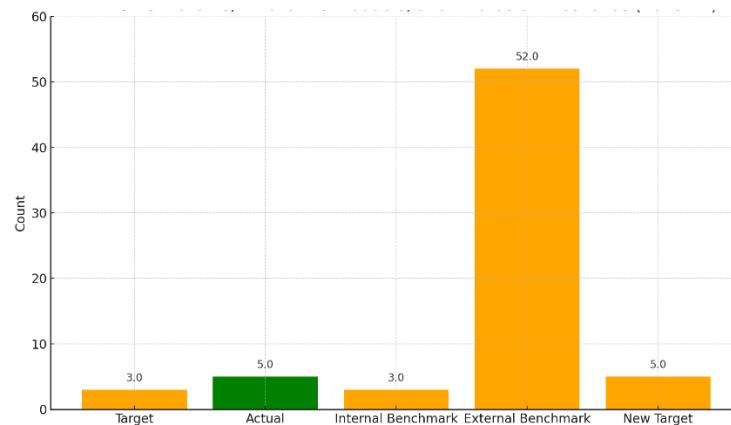
Target Performance Level: 3.0

Actual Performance Level: 5.0

Internal Benchmark: 3.0

External Benchmark (Qassim University 2023-24): 52.0

New Target (Next Year): 5.0



Strengths

- Achieved 5 awards, surpassing both the target and internal benchmark of 3.
- The rise in outputs suggests effective support for recognition initiatives.

Weaknesses

- Qassim University's figure (52) vastly outpaces current performance, highlighting a significant gap.

Recommendations

- Study top performers like Qassim University to identify scalable practices and integrate them locally

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Overall Analysis

Strengths

- High student satisfaction with learning experiences (KPI-PG-1: 4.70) and academic supervision (KPI-PG-3: 4.66).
- Student services (KPI-PG-7: 4.71) also scored above internal and external benchmarks.
- Student-to-faculty ratio (KPI-PG-8: 1.25) is highly favourable.
- 100% publication rate by faculty (KPI-PG-9), with a high citation rate (KPI-PG-11: 332) showing impact.

Weaknesses

- High dropout rate (KPI-PG-5: 16.6%) against a 0% target, with concerns on student retention and support.
- Student research publication participation (KPI-PG-12: 60%) is strong but still far from the 100% target.
- While 5 innovations (KPI-PG-13) were achieved, this is modest compared to Qassim University (52), suggesting limited external visibility and innovation scalability.
- The rate of published research per faculty (KPI-PG-10: 10) did not meet the target (12), despite exceeding external benchmark.

Recommendations

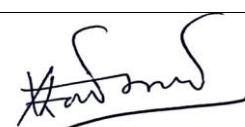
- Implement proactive mentoring, academic counseling, and exit interviews to reduce dropout rates.
- Provide incentives, dedicated supervision, and structured research opportunities for students.
- Reassess workload balance and offer research grants to help faculty meet or exceed publication targets.
- Partner with research centres and industry to scale up innovation, patents, and excellence awards.

Actions Plan

- Launch early-warning and mentorship system
- Conduct workshops, assign faculty mentors
- Provide targeted support and grants
- Benchmark best practices, establish IP support office

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Approval

Position	Name	Signature
Chairman	Dr. Meshel Qablan Alkahtani	
Quality Coordinator	Dr Mohd. Ahmed	

Council / Committee	Department Council
Reference No.	NO. 1/47-1-18
Date	27-08-2025