

# **Annual Program Report**

Program Name:	Bachelor of Chemistry
<b>Qualification Level:</b>	6 <sup>th</sup> level
<b>Department:</b>	Chemistry
College:	Science
Institution:	Jouf University
Academic Year:	1442
Main Location:	Sakaka
Branches offering the	Main Campus–Sakaka
Program:	Female Campus–Sakaka
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## A. Implementation of Previous Action Plan

Considering the recommendations of previous year annual report, list the planned actions and their status.

	Responsibility	Planned	Level of C	Completion	If Not (	Completed
Planned Actions	of Action	Completion Date	Completed	Not Completed	Reasons	Proposed Actions
1- Increasing in the number of teaching stuff.	Contracting Committee for new teaching stuff	8/1441	<b>√</b>			
2- Raising the efficiency of learning outcomes.	Head of department and teaching stuff	8/1441	<b>√</b>			
3- Raising the percentage of scientific production.	Deanship of Scientific Research	8/1441	<b>√</b>			
4- Increasing the accessible sites for international publishers and academic communities.	Deanship of Library Affairs	8/1441	<b>√</b>			
5- Developing student labs with the equipment.	Head of Department	8/1441	<b>√</b>			

## **B. Program Statistics**

## 1. Students Statistics (in the year concerned)

No.	Item	Results
1	Number of students who started the program	56
2	Number of students who graduated	30
	Number of students who completed major tracks within the program (if applicable)	
3	a.	NA
3	b	NA
	c.	NA
4	a. Number of students who completed the program in the minimal time	21
5	<b>a.</b> Percentage of students who completed the program in the minimal time (Completion rate)	37.5%
6	Number of students who completed an intermediate award specified as an early exit point (if any)	NA
7	Percentage of students who completed an intermediate award specified as an early exit point (if any)	NA
Com	ment on any special or unusual factors that might have affected the completion	rates:

None

2. Cohort Analysis of Current Graduate Batch

Student Categories Years		Total cohort enrollment	Withdrawn	Retained till year end	Not passed	Passed	Passing rate
	M	13	-	13	3	10	76.9%
2017-18	F	43	-	43	8	35	81.4%
	Total	56	_	56	11	45	80.3%
	M	10	-	10	2	8	80%
2018-19	F	35	2	33	5	28	84.8%
	Total	45	2	43	7	36	83.7%
	M	8	-	8	2	6	75%
2019-20	F	28	-	28	5	23	82.1%
	Total	36	-	36	7	29	88.5%
2020-21	M	6	-	6	2	4	66.6%
	F	23	1	22	5	17	77.3%
	Total	29	1	28	7	21	75%

#### **Comments on the results:**

Passing rate is decreasing since from the academic year 2018-19. Failing rate steady since the academic year 2018-19. while the Withdrawn rate decrease since the academic year 2018-19. Many actions have been taken over the past few years in order to increase the retention rate, and passing rate such as, tutorials sessions been arranged for the weak students. Academic advisors follow the weak students and arrange a meeting with them weekly.

#### 3. Analysis of Program Statistics

(Including strengths, areas for improvement, and priorities for improvement)

#### **Strengths:**

- Decreasing in withdrawal rate across the years of the program in the last three years means that the students becoming satisfied and stick to this program.
- The retained rate is good for the program.

#### **Areas for Improvement:**

- The department needs to address the issue of students failing in various courses and adopt measures to improve the overall teaching process such that a student entering the program has better chances of achieving the learning outcomes in the minimum time.
- Students feedback should be collected and analyzed and action plan should be executed and followed by the department to improve the education process.

#### **Priorities for Improvement:**

- The department needs to address the issue of students failing in various courses and adopt measures to improve the overall teaching process such that a student entering the program has better chances of achieving the learning outcomes in the minimum time.
- Students feedback should be collected and analyzed and action plan should be executed and followed by the department to improve the education process.

## **C. Program Learning Outcomes Assessment**

## 1.Program Learning Outcomes Assessment Results.

### (Direct assessment from Capstone Courses)

#	Program Learning Outcomes	Assessment Methods	Performance Target	Results	
		(Direct and Indirect)	Target	Male	Female
Kno	wledge and understanding				
K1	Demonstrate the main concepts and chemical laws in all studiedchemistry branches	<ul><li>Theory paper exams</li><li>Quizzes</li></ul>	75%	73.2	77.7
K2	Outline the scientific principles inthe subfields of chemistry (analytical, inorganic, organic andphysical), and apply these principles to interact with industrial fields	•Class participation [Rubrics- based] •Discussions	75%	74.2	77.8
K3	Discuss the major types of chemical reactions, their characteristics, and mechanisms as well as their kinetics	[Rubrics-based].  • Home work  • Mid-term	75%	91.3	90.5
K4	Explain, integrate and apply the relevant knowledge and theories in basic sciences and other disciplines and professional fields	and final exams	75%	77	83.9
		Skills			
S1	Classify the chemical compounds and identify their properties.	• Theory paper exams	75%	79.7	78.5
S2	Compare the results to predict and rationalize properties, mechanisms and patterns of reactivity.	<ul> <li>Class participation</li> <li>[Rubrics-based]</li> <li>Discussions</li> <li>[Rubrics-based]</li> </ul>	75%	75.7	64.9
S3	Formulate processes, relationships and techniques related to different chemistry branches.	• Seminar evaluation [Rubrics-based]	75%	83.5	95.5
S4	Summarize information from library, online and literature resources that will support the solving of chemical problems	<ul><li>Assignment</li><li>Quizzes</li><li>Practical Exams</li><li>Mid-term and</li></ul>	75%	81.9	87.4
S5	Evaluate, develop and conduct	final exams	75%	87.5	88.9

	Chemistry experiments or test hypotheses, analyze and interpret data and use scientific judgment to address conclusions and make a criticism	Values			
V1	Conduct laboratory experiments safely, evaluate the potential impact of chemistry that may have on society, health and the environment.	•Seminar evaluation [Rubrics-based] •Discussions	80%	83.8	84.1
V2	Enhance students' self and long life- learning using information technology, risk management, organization of time, and reviewing of a quality control processes.	<ul><li>[Rubrics-based]</li><li>Practical tests</li><li>Projects</li><li>[Rubrics-based]</li></ul>	80%	89.2	70.5
V3	Collaborate effectively as part of a team, recognizing and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects.	<ul> <li>Continuous</li> <li>evaluations</li> <li>Reports and</li> <li>surveys [Rubrics-based]</li> <li>Oral presentation</li> <li>[Rubrics-based]</li> </ul>	80%	81.4	89.7

## $(Indirect\ assessment\ from\ surveys)$

		Assessment Methods (Direct and Indirect)  Performance Target		Results		
#	Program Learning Outcomes			Employer Survey	Students Evaluatio n of program	Alumina Survey
Knov	yledge and understanding					
K1	Demonstrate the main concepts and chemical laws in all studiedchemistry branches			3.67	3.8	3.50
K2	Outline the scientific principles in the subfields of chemistry (analytical, inorganic, organic and physical), and apply these principles to interact with industrial fields	of chemistry nic, organic apply these atteract with  Indirect from Surveys  or types of ons, their mechanisms  4/5		4.00	4.1	3.50
К3	Discuss the major types of chemical reactions, their characteristics, and mechanisms as well as their kinetics		4/5	4.00	3.8	3.83
K4	Explain, integrate and apply the relevant knowledge and theories in basic sciences and other disciplines and professional fields			4.00	3.8	3.67
Skills		L	L	L		<b>I</b>

		Assessment		Results		
#	Program Learning Outcomes	Methods (Direct and Indirect)	Performance Target	Employer Survey	Students Evaluatio n of program	Alumina Survey
S1	Classify the chemical compounds and identify their properties.			4.00	3.8	3.83
S2	Compare the results to predict and rationalize properties, mechanisms and patterns of reactivity.	rationalize properties, nisms and patterns of ity.  Indirect from Surveys  4/5  Arize information from online and literature ces that will support the gof chemical and research		4.00	3.8	4
S3	Formulate processes, relationships and techniques related to different chemistry branches.		4/5	4.00	3.3	3.83
S4	Summarize information from library, online and literature resources that will support the solving of chemical and research problems.			4.00	4.1	4.00
S5	Evaluate, develop and conduct Chemistry experiments or test hypotheses, analyze and interpret data and use scientific judgment to address conclusions and make a criticism.			4.00	4.1	4.00
Value			I			
V1	Conduct laboratory experiments safely, evaluate the potential impact of chemistry that may haveon society, health and the environment.	Indirect from	4/5	4.00	3.8	4.00
V2	Enhance students' self and longlife-learning using information technology, risk management, organization of time, and reviewing of a	Surveys		3.67	3.7	4.00

		Assessment		Results		
#	Program Learning Outcomes	Methods (Direct and Indirect)	Performance Target	Employer Survey	Students Evaluatio n of program	Alumina Survey
	quality control processes.					
V3	Work effectively as part of a team, recognizing and respecting the viewpoints of others and developing understanding and awareness of leadership styles and their impacts upon projects.			3.67	3.7	4

#### **Comments on the Program Learning Outcome Assessment results.**

- Performance indicators male for the PLO-1 needs more improvement.
- Performance indicators male for the PLO-2 needs more improvement.
- Performance indicator female for the PLO-6 needs more improvement
- Performance indicator female for the PLO-11 needs more improvement
- Solving of chemical and research problems skills needs improvement as per the results of the employer's survey.
- work in team, applying the principles of chemistry to interact with industrial fields skills needs improvement as per the results of the Alumina's survey.
- The PLOs1 showed less satisfaction in employer's survey, student program evaluation survey and alumina survey and need improvement.
- The PLOs2 showed less satisfaction in alumina survey and need improvement.
- The PLOs3, PLOs4, PLOs5and PLOs7 showed less satisfaction in student program evaluation survey and alumina survey and need improvement.
- The PLOs6and PLOs10 showed less satisfaction in student program evaluation survey and need improvement.
- The PLOs11 and PLOs12 showed less satisfaction in employer survey and student program evaluation survey and need improvement.

### 1. Analysis of Program Learning Outcomes Assessment

(Including strengths, Areas for Improvement, and priorities for improvement)

#### **Strengths:**

- All PLOs are assessed during his year
- Some of the PLOs showed high employer, students' evaluation of program and graduate satisfaction which exceeded the level of 4 out of 5 points survey.
- students' evaluation of program and graduates expressed higher level of satisfaction than employers about most of PLOs which also showed higher satisfaction more than the last year.

#### **Areas for Improvement:**

- Homework problems may be explained (at the time of assigning them) in more detail so students know clearly what is required by them.
- If students show poor learning in the quiz on this CLO, another quiz after the quiz with poor performance be given to help them be more prepared.
- Arranging group discussions among the students.
- Re-designing teaching plan to have more lectures or lab sessions for weak CLOs and/or PLOs.
- Use industry-based problems to improve the project-planning and solution development skills of students, the quality of senior-research project solutions, and students' ability to recognize the constraints that affect their solutions. Faculty members will explain the students by giving some real-life examples on how to examine different approaches and choose an effective approach.
- Provide students with feedback using the rubric to see if there were common areas of weakness in student performance that should be emphasized with students in later courses.
- Provide the teaming evaluation rubrics to students with the course assignments where the students were provided opportunities to demonstrate their teaming skills as defined by the criteria.
- Review assignments given to the students to be sure that students were given adequate opportunities to demonstrate the performance identified for teaming.

#### **Priorities for Improvement:**

- Homework problems may be explained (at the time of assigning them) in more detail so students know clearly what is required by them.
- If students show poor learning in the quiz on this CLO, another quiz after the quiz with poor performance be given to help them be more prepared.
- Arranging group discussions among the students.
- Re-designing teaching plan to have more lectures or lab sessions for weak CLOs and/or PLOs.
- Use industry-based problems to improve the project-planning and solution development skills
  of students, the quality of senior-research project solutions, and students' ability to recognize
  the constraints that affect their solutions. Faculty members will explain the students by giving
  some real-life examples on how to examine different approaches and choose an effective
  approach.
- Provide students with feedback using the rubric to see if there were common areas of weakness in student performance that should be emphasized with students in later courses.
- Provide the teaming evaluation rubrics to students with the course assignments where the students were provided opportunities to demonstrate their teaming skills as defined by the criteria.
- Review assignments given to the students to be sure that students were given adequate opportunities to demonstrate the performance identified for teaming.

## **D. Summary of Course Reports**

#### 1. Teaching of Planned Courses / Units

List the courses / units that were planned and not taught during the academic year, indicating the reasons and compensating actions.

Course	Units/Topics	Reasons	<b>Compensating Actions</b>		
All the courses were taught during the academic year 2020-21					

#### 2. Courses with Variations

List courses with marked variations in results that are stated in the course reports, including: (completion rate, grade

distribution, student results, etc.), and giving reasons for these variations and actions taken for improvement.

Course Name &Code	variation	Reasons for variation	Actions taken
	All the student grad ranged between A+, A, and B+ only	The training of the student takes place in the hospital only	The chemistry department increase their partner ship with more than one place for training
•		The student registers the course after passing 90 hours from their plan	The chemistry department increase the kinds of project for the student
Heterocyclic Chemistry CHM341		Most of student need improvement in drawing and nomenclature of heterocyclic chemistry	The chemistry department decide that in the first lecture giving revision about the organic chemistry and their nomenclature

#### 3. Result Analysis of Course Reports

(Including strengths, Areas for Improvement: and priorities for improvement)

#### **Strengths:**

- 100% of courses prepared course reports.
- The resistance showed from some courses for timing and quality of course reports have decreased
- (But still there).
- CLOs assessment was done for all courses.
- Introductory and some other courses with high failure rate over the last years showed marked improvement in completion rate.
- Almost all course reports showed analysis/interpretation of data from student's results, survey and CLOs assessment with suggestions for improvement.
- Almost all course reports showed follow up of previous improvement plans from the previous year reports.
- Timing of submission of course reports has improved and all course reports were reviewed by assessment analysis and internal review committee.

#### Areas for Improvement:

- Follow up of implementation of suggested improvements in course reports (through wider improvement plan for course improvement).
- Establishing focus group discussion with students and staff for any course with abnormal results or any course with student's survey response below 50%.
- Improving commitment of course coordinators with timing of submission of course reports.

#### **Priorities for Improvement:**

• Follow up of implementation of suggested improvements in course reports (through wider improvement plan for course improvement).

- Establishing focus group discussion with students and staff for any course with abnormal results or any course with student's survey response below 50%.
- Improving commitment of course coordinators with timing of submission of course reports.

### E. Program Activities

### F. Student Counseling and Support

Activities Implemented	Brief Description*				
Orientation of new students	During the orientation day of new students, first week of the academic year, 90% of the newly enrolled students attended.				
Workshop for staff	During the first month of the academic year and held by head of counseling unit, 90% of staff members attended				
Distribution of students to advisors	The students/staff ration is about 8-1 with maximum of 10 -1				
Follow up of week students	Bi-month reports are requested for progress of week students				

#### Comment on Student Counseling and Support \*\*

- During the orientation day for new students, the head of student counseling unit gave presentation about counseling process including; concept of academic counseling, tasks of the academic advisors and how students can communicate with advisors.
- Distribution of new students to staff, the students to the academic advisor ratio was kept less than 10-1.
- Distribution of week or failed students to all staff members with special emphasis on communication with advisors and the importance of at least monthly meeting with students with follow up to monitor their progress and providing bi-annual report about individual each student.
- Full contact data for all advisors was given to student's groups and advisor as well.
- A workshop was held for the academic mentors to explain the importance of academic counseling /its objectives and how to open a file for each student.
- Staff satisfaction survey revealed good satisfaction with the process of counselling and expressed by average response of results were 4.3 on 5 points evaluation survey while final year students showed 4.4 on 5 points satisfaction.

## 2.Professional Development Activities for Faculty and Other Staff

<b>Activities Implemented</b>	Brief Description*				
Workshop on Eligibility	Type: Workshop				
requirement for Program	It's hands-on training on requirement for Program				
Accreditation	Accreditation				
	Venue: College of Science				
	<b>Duration:</b> 1 Day				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 7				
	Overall customer satisfaction: Excellent (3.4/5)				
Quality	About 06 workshops were conducted by the College Quality Assurance and Accreditation Committee to improve knowledge and skills of staff, leaders, quality coordinators and program coordinators about the following titles:				
	1. Course Specifications				
	2. Course Report				
	3. Rubrics				
	<ul><li>4. Course File</li><li>5. Measurement of PLO</li></ul>				
	6. Standards of performance				
	o. Standards of performance				
Workshop on Motivation	Type: Workshop				
<ul> <li>Key to Academic</li> </ul>	It's hands-on training on Motivation				
Success	– Key to Academic				
	Success				
	Venue: College of Science				
	<b>Duration:</b> 1 Day				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 12				
	Overall customer satisfaction: Excellent (4.5/5)				
The art of formulating and	Type: Workshop It's hands-on training on				
preparing tests in university	the art of formulating andpreparing tests in university education				
education	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 12				
	Overall customer satisfaction: Excellent (4.5/5)				
Scientific Research	Type: Workshop				
Methodology	It's hands-on training on scientific research methodology				
	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 8				
D 111	Overall customer satisfaction: Excellent (3.5/5)				
Building exams and	Type: Workshop  It's hands on training on building ayong and electronic question banks				
electronic question banksin	It's hands-on training on building exams and electronic question banks in the Blackboard system				
the Blackboard system	Venue: online				
	venue, omine				

r	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 15				
	Overall customer satisfaction: Excellent (3.8/5)				
C4-4'-4'11''-					
Statistical analysis using	Type: Workshop It's hands-on training on using SPSS in statistical analysis				
SPSS	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 14				
	Overall customer satisfaction: Excellent (3.6/5)				
Quality standards in	Type: Workshop				
designing electronic	It's hands-on training on the quality standards indesigning				
courses	electroniccourses				
courses	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 10				
	Overall customer satisfaction: Excellent (3.5/5)				
Time and meeting	Type: Workshop				
management skills	It's hands-on training on the time and meetingmanagement skills				
	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 13				
Academic KPIs	Overall customer satisfaction: Excellent (3.6/5)				
Academic KPIs	Type: Workshop It's hands-on training on the time and meetingmanagement skills				
	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 10				
	Overall customer satisfaction: Excellent (3.6/5)				
Foundations and	Type: Workshop				
principles of e-learning	It's hands-on training on the principles of e-learning				
	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 8				
	Overall customer satisfaction: Excellent (3.5/5)				
Requirements and	Type: Workshop				
standards of the National	It's hands-on training on the principles of e-learning				
Center for Academic	Venue: online				
Accreditation and	Duration: 2h. Torget Audience: All Teaching Stoff				
Assessment for	Target Audience: All Teaching Staff Total Number of attendees: 7				
	Overall customer satisfaction: Excellent (3.4/5)				
L	Over an Customer Sausiaction. Excellent (3.4/5)				

Postgraduate Studies						
Designing opinion polls and questionnaires electronically	Type: Workshop It's hands-on training on the designing opinion pollsand questionnaires electronically Venue: online Duration: 2h. Target Audience: All Teaching Staff Total Number of attendees: 17 Overall customer satisfaction: Excellent (3.8/5)					
Systematic Literature Reviews	Type: Workshop  It's hands-on training on systematic literature reviews  Venue: online  Duration: 2h.  Target Audience: All Teaching Staff  Total Number of attendees: 18  Overall customer satisfaction: Excellent (3.9/5)					
Teaching in a creative way	Type: Workshop Venue: online Duration: 2h. Target Audience: All Teaching Staff Total Number of attendees: 26 Overall customer satisfaction: Excellent (3.7/5)					
General and occupational health and safety requirements in facilities and equipment educational and research	Type: Workshop Venue: online Duration: 2h. Target Audience: All Teaching Staff Total Number of attendees: 21 Overall customer satisfaction: Excellent (3.5/5)					
Developing thinking in distance education	Type: Workshop Venue: online Duration: 2h. Target Audience: All Teaching Staff Total Number of attendees: 21 Overall customer satisfaction: Excellent (3.5/5)					
Evaluation of newly synthesized ligands and their metal complexes both in bulk and nano size as potent anticancer agents.	Type: Lecture Venue: online Duration: 2h. Target Audience: All Teaching Staff Total Number of attendees: 28 Overall customer satisfaction: Excellent (4.2/5)					
Fuel cells and their applications	Type: Lecture Venue: online Duration: 2h. Target Audience: All Teaching Staff Total Number of attendees: 23 Overall customer satisfaction: Excellent (4.2/5)					

Medicinal plants: from	Type: Lecture					
-	Venue: online					
traditional use to modern	Duration: 2h.					
drugs	Target Audience: All Teaching Staff					
drugs	Total Number of attendees: 25					
	Overall customer satisfaction: Excellent (4.1/5)					
Current applications	Type: Lecture					
of carbon nanotubes	Venue: online					
of carbon nanotubes	Duration: 2h.					
	Target Audience: All Teaching Staff					
	Total Number of attendees: 27					
	Overall customer satisfaction: Excellent (4.1/5)					
Role of pharmaceutical	Type: Lecture					
argania ahamistry in drug	Venue: online					
organic chemistry in drug	<b>Duration:</b> 2h.					
design	Target Audience: All Teaching Staff					
	Total Number of attendees: 25					
	Overall customer satisfaction: Excellent (4.1/5)					
Evaluation of newly	Type: Lecture					
synthesized ligands and	Venue: online					
their metal complexes both	<b>Duration:</b> 2h.					
in bulk andnano size as	Target Audience: All Teaching Staff					
potent anticancer agents	Total Number of attendees: 25					
	Overall customer satisfaction: Excellent (4.1/5)					
Medicinal plants: from	Type: Lecture					
traditional use tomodern	Venue: online					
drugs design	Duration: 2h.					
	Target Audience: All Teaching Staff					
	Total Number of attendees: 25					
	Overall customer satisfaction: Excellent (4.1/5)					
Fuel cells and their	Type: Lecture					
applications	Venue: online					
	Duration: 2h.					
	Target Audience: All Teaching Staff					
	Total Number of attendees: 21					
	Overall customer satisfaction: Excellent (3.5/5)					
Current applications of	Type: Lecture					
carbon nanotubes	Venue: online					
	Duration: 2h.					
	Target Audience: All Teaching Staff					
	Total Number of attendees: 25					
	Overall customer satisfaction: Excellent (4.1/5)					
Green Chemistry and its	Type: Lecture					
applications	Venue: online					
	Duration: 2h.					
	Target Audience: All Teaching Staff					
	Total Number of attendees: 25					
Nu alaan Darana	Overall customer satisfaction: Excellent (4.1/5)					
Nuclear Resonance	Type: Lecture					
Spectrometer advanced	Venue: online					
magnetic	Duration: 2h.					
To characterize organic	Target Audience: All Teaching Staff					
compounds	Total Number of attendees: 21					
L	Overall customer satisfaction: Excellent (3.5/5)					

Plastic and its impact on	Type: Lecture				
the environment	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 23				
	Overall customer satisfaction: Excellent (4.2/5)				
What did chemists find	Type: Lecture				
about	Venue: online				
Covid 19 so far	<b>Duration:</b> 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 23				
	Overall customer satisfaction: Excellent (4.2/5)				
Our life is Chemistry	Type: Lecture				
-	Venue: online				
	Duration: 2h.				
	Target Audience: All Teaching Staff				
	Total Number of attendees: 21				
	Overall customer satisfaction: Excellent (3.5/5)				

#### Comment on Professional Development Activities for Faculty and Other Staff \*\*

- The Chemistry program for faculty of science for the academic year 2020-2021 was a university wide, multi-levels program.
- There was a very good attendance rate for most of the sessions.
- Most of sessions showed high satisfaction from participants with the program content, instructors, timing and other related items. The participants were extremely satisfied with hands on training and the workshop topics that were relevant to workplace-based needs of the faculty members. The average satisfaction was 4.1/5.

https://drive.google.com/file/d/1vfUsyK41noc9h\_dicOmwUXyHcnnQWnRT/view?usp=share\_link

### 3. Research and Innovation

Activities Implemented	Brief Description*					
	The Number of papers published in scientific journals classified in Scopus databases: <b>168</b>					
	The Number of papers published in scientific conferences: 5					
	The Total number of citations from Scopus database: 5092					
	The Number of faculty members among the most cited, based on					
	the WoS or Scopus databases: 1					
	The number of research published through international					
Staff research Production;	cooperation with the best (100) universities according to the					
the research production	classification of Shanghai, QS or THE according to the latest					
showed improvement	classification of universities and research centers: 1					
during the academic year	The Number of scientific papers classified in WoS or Scopus					
20-21 as follow	databases or conferences published with graduate undergraduate					
20-21 as follow	students: 2					
	The Number of research projects funded from within the					
	university: 11					
	The Number of research projects funded from outside the					
	university: 1					
	The Number of awards received by faculty members in the field					
	of scientific research: 14					
	Type: Workshop					
	Metal oxide loaded on Metal-Organic framework as bifunctional					
	catalysts of an acidic and basic nature for the					
	Knoevenagel condensation reaction					
	Venue: College of Science					
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Workshop:	· · · · · · · · · · · · · · · · · · ·					
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Workshop: Master Project discussion.	Metal oxide loaded on Metal-Organic framework as bifunction catalysts of an acidic and basic nature for the Knoevenagel condensation reaction					

<b>Activities Implemented</b>	Brief Description*
	<b>Date:</b> 10/2/2021
	Target Audience: All Teaching Staff and students
	Total Number of attendees: 19
	Type: Workshop
	Studies on the behavior of some
	polydentate Schiff bases ligands as corrosion inhibitions
	Venue: College of Science
	<b>Duration:</b> 1 Day
	Date:10/2/2022
	Target Audience: All Teaching Staff and students
	Total Number of attendees: 17

### Comment on Research and Innovation\*

- The Percentage of full-time faculty members who published at least one research during the year to total faculty members in the program is 91%, this is good achievement if compared with the last year.
- Almost all workshops and training sessions related to researches showed high staff satisfaction with the program content, instructors, timing and other related items. The average satisfaction was 4.3/5.

https://drive.google.com/file/d/1gcm3BTpBTchQByciuKJZl7-dfktPt5AD/view?usp=share\_link

### 1. Community Partnership

Activities Implemented	Brief Description*
12 workshops agreed and approved	A number of 12 workshops have been received and approved to be conducted for the community on internal/external- community level. Such topics include but not limited to: renewable energy & applications, on-campus tours for laboratories, chemistry in life, extraction of olive oil.
Arab Week of Chemistry	On 18-26 of October 2021 a number of students and staff have taken part in this event in association with the school in Jouf region. The event involved splitting them into groups in which each group was assigned a supervisor and was allocated a specific school. Their task involved do some experiment and give lecture about the important of chemistry in life.
Twelfth Olive Festival	On12 <sup>th</sup> of January 2021, the student of chemistry department shar in the twelfth olive festival via making some products depend up on olive oil like soap, shampoo, cream, the student shows their product for various types of the community regardless of their backgrounds and employment status, many students have shared in this festival which will undoubtedly benefit them in their studies and later on their career.
<sup>1</sup> HNMR Spectroscopy workshop	On the 10 <sup>th</sup> of March 2021, a workshop titled '¹HNMR Spectroscopy workshop' took place in the central laboratory center building. That workshop targets various types of the community regardless of their backgrounds and employment status. Many students have attended this workshop which will undoubtedly benefit them in their studies and later on their career.

#### Comment on Community Partnership \*\*

- A big participation and involvement have been acknowledged with over 50% by both the faculty and administrative staff members in the various events associated with the community service.
- The number of students taking part and being involved in the community services events aiming at improving their professional and communication skills such as: leadership, teamworking, responsibility and commitment.

### 2. Analysis of Program Activities

(Including strengths, Areas for Improvement: and priorities for improvement)

#### **Strengths:**

- 50% of teaching staff, 45% of admin staff and 35% of students were involved in arrangement and provision of theses event.
- The program provided number of community contribution over the academic year 2019-20.
- Improvement of staff publication and citations.
- Chemistry program was University wide program, and showed good satisfaction from the attendees

#### **Areas for Improvement:**

- Use the five points scale for evaluation of events with organized data collection and interpretation
- The Chemistry programs will be planned and conducted with increased participation of faculty members.
- Make alignment between extracurricular activities and PLOs targeted by them.
- Encourage more students to be members of student club.
- Conduction focus group discussion through a combined committee from quality, students and academic affairs to improve the student's satisfaction with career counselling and learning resources with their suggestion for improvement and ensure implementation of the suggested improvements.

#### **Priorities for Improvement:**

- Use the five points scale for evaluation of events with organized data collection and interpretation
- The Chemistry programs will be planned and conducted with increased participation of faculty members.
- Make alignment between extracurricular activities and PLOs targeted by them.
- Encourage more students to be members of student club.
- Conduction focus group discussion through a combined committee from quality, students and academic affairs to improve the student's satisfaction with career counselling and learning resources with their suggestion for improvement and ensure implementation of the suggested improvements.

## **G.**Program Evaluation

### 1. Evaluation of Courses

Course Code	Course Title	Student Evaluation (Yes-No)	Other Evaluations (specify)	Developmental Recommendations
				<b>√</b>
CHM 101	Chemistry general 1	<u></u>		
CHM 202	Chemistry general 2		Peer-Review	<b>√</b>
CHM 241	Principles of organic chemistry 1			<b>√</b>
CHM 231	Chemical thermodynamic			✓
CHM 221	Chemistry of main groups elements			✓
CHM 242	Principles of Organic Chemistry 2			✓
CHM 222	Practical Inorganic Chemistry 1		Peer-Review	✓
CHM 251	Volumetric and gravimetric analysis			<b>✓</b>
CHM 232	Phase rule and solutions			✓
CHM243	Practical organic chemistry 1			<b>✓</b>
CHM233	Principles of quantum chemistry		Peer-Review	<b>✓</b>
CHM 321	Transition Elements and coordination Chemistry			<b>√</b>
CHM 322	Inorganic Reaction mechanism			<b>✓</b>
CHM341	Heterocyclic chemistry			✓
CHM331	Electro chemistry			✓
CHM351	Instrumental analysis methods		Peer-Review	<b>✓</b>
CHM332	Practical physical chemistry 1	Yes		<b>✓</b>
CHM 333	Chemistry of solid state	res		<b>✓</b>
CHM 334	Chemical kinetics			<b>✓</b>
CHM 342	Biochemistry		Peer-Review	✓
CHM 352	Separation methods and chromatography			<b>√</b>
CHM 343	Polymers and petrochemicals			✓
CHM 344	Organic reactions mechanism		Peer-Review	✓
CHM 421	Organometallic chemistry			✓
CHM431	Surface and catalysis chemistry		Peer-Review	<b>✓</b>
CHM 441	Practical organic chemistry 2			<b>√</b>
CHM 451	Environmental chemistry			<b>√</b>
CHM498	Field training		Peer-Review	<b>✓</b>
CHM 422	Lanthanides and actinides chemistry		Peer-Review	<b>√</b>
CHM424	Spectroscopy of inorganic compounds			<b>√</b>
CHM425	Practical inorganic chemistry 2		Peer-Review	<b>√</b>
CHM434	Practical physical chemistry 2		Peer-Review	<b>✓</b>
CHM 442	Organic compounds spectroscopy			<b>✓</b>
CHM 499	Research project		Peer-Review	<b>√</b>
CHM453	Medical and industrial analysis		Peer-Review	<b>√</b>

## **Program Elective Courses (10) Hours**

			Hours				Prior	
SN	Course Code	Course Name	Theoretic al	Practic al	Training /Exercise s	Accredite d	requirement s	Level
1.	CHM335	Corrosion	1	2	0	2	CHM 331	
2.	CHM322	Inorganic reaction mechanism	2	0	0	2	CHM 321	6
3.	CHM345	Physical organic chemistry	2	0	0	2	CHM 341	
4.	CHM346	Natural products	1	2	0	2	CHM 341	
5.	CHM482	Nano-chemistry and application	1	2	0	2	90 credit hours must be completed	
6.	CHM486	Green chemistry	2	0	0	2	90 credit hours must be compl1eted	7
7.	CHM423	Photochemistry	2	0	0	2	CHM 321	,
8.	CHM452	Advance subjects in analytical chemistry	1	2	0	2	CHM 352	
9.	CHM433	Physical chemistry of polymers	1	2	0	2	CHM 343, CHM 334	
10.	CHM443	Advanced practical applications in organic chemistry	0	4	0	2	CHM 342	
11.	CHM488	Renewable energy	2	0	0	2	90 credit hours must be completed	
12.	CHM435	Advanced quantum chemistry	2	0	0	2	CHM 431	8
13.	CHM426	Advanced topics in inorganic chemistry	1	2	0	2	CHM 421	
14.	CHM427	Nuclear and radio chemistry	2	0	0	2	CHM 421	
15.	CHM489	Industrial chemistry	2	0	0	2	90 credit hours must be completed	

## 2. Students Evaluation of Program Quality

Students Feedback	Program Response
Strengths:  Good satisfaction with PLOs i.e., 3. 3 Good overall student satisfaction	Results of PLOs assessment integrated with other indirect and direct assessment of PLOs
<ul> <li>Areas for Improvement:</li> <li>Students feedback to be provided on the Blackboard and documented in the course file</li> <li>Rubrics explain to the students before evaluating the assessment</li> <li>During the tutorial classes session discuss the practical skills and how to improve them</li> </ul>	The program will encourage the teaching staff of the courses concerned with these to give more attention on provide feedback, explanation of rubrics and practical skills.
Suggestions for improvement: Students need more training on practical t skills.	The program will organize seminars or workshop for training on practical skills.

<b>Evaluation Date:</b> Midpoint student experience survey SES May-2021	Number of Participants:44		
Students Feedback	Program Response		
<ul> <li>Strengths:</li> <li>Good overall Satisfaction i.e., 4.07</li> <li>All questions related to the "Learning and Teaching" showed good results.</li> <li>Questions related to the "Advice and Support" showed good results.</li> </ul>			
Areas for Improvement:  Class room facilities.  Extracurricular activities.  Use of digital Resources.	Facilities and resources committee will visit the classrooms to make sure all the facilities are available.		
<ul> <li>Suggestions for improvement:</li> <li>Improving the student's satisfaction with facilities of extracurricular activities.</li> <li>Improving the student's satisfaction with the digital resources.</li> </ul>	E- learning committee will arrange a session with the students to explain them how to use the digital resources.		

### 3. Other Evaluations

(e.g., Evaluations by independent reviewer, program advisory committee, and stakeholders (e.g., faculty members, alumni, and employers)

Evaluation method: Staff Satisfaction Survey  Date: May-2021			Number of Participants: 12
Summary of Evaluat	or Review		Program Response
<ul> <li>Strengths:</li> <li>Good overall Satisfaction i.e., 4.02</li> <li>All questions related to the "Learning and Teaching" showed good results.</li> <li>All questions related to the "Program Management" showed good results.</li> </ul>			
<ul> <li>Points for Improvements:</li> <li>Professional Development Progra</li> <li>Community Services.</li> </ul>	ams.	follo facul	munity services committee will w up with the participation of the ty members in the community ces activities.
<ul> <li>Suggestions for improvement</li> <li>Arrange professional developments sessions for the faculty members</li> <li>Motivate the faculty members to community services.</li> </ul>		Com	ram Quality Assurance and Research mittee's will arrange some sessions ne faculty members.

Evaluation method: Alumni Satisfaction survey	May-2021	Number of Participants: 30	
Summary of Evaluator Review			Program Response
<ul> <li>Strengths:</li> <li>Good overall Satisfaction i.e., 3.92</li> <li>All questions related to the "Qualities and Abilities" showed good results.</li> <li>All questions related to the "level of program preparation of the Program Learning Outcomes" showed results.</li> </ul>	aration		
Points for Improvements:  Soft Skills Teamwork  Suggestions for improvement Arrange training programs to polish the soft-skills. Introduce teamwork-based assignments.		• Faculty i	Committee will arrange a p targeting the soft-kills. members will be asked to prepare ents that will target to improve work skills amongst students.

Evaluation method: Employers Satisfaction survey	<b>te:</b> May-2021	Number of Participants: 15	
Summary of Evaluator Review		P	rogram Response
<ul> <li>Strengths:</li> <li>Good overall Satisfaction i.e., 3.97</li> <li>Good satisfaction level with the skills using informati technology and the latest modes of communication</li> </ul>	on		
Points for Improvements:  Increase number of participants  Practical Knowledge  Research problems		workshop • Faculty 1	Committee will arrange a targeting the practical skills. members will arrange extra and assign extra homework in
Suggestions for improvement  Increase the number of participants to have informati from different sources.  Arrange extra sessions for the research chemist problems analysis and practical skills/knowledge.	order to ir and solve	mprove the practical knowledge complex research chemistry in core courses.	

## **4. Key Performance Indicators (KPIs)**

List the results of the program key performance indicators (including the key performance indicators required by the National Center for Academic Accreditation and evaluation)

No	КРІ	Key Performance Indicators	Target Benchmark	Actual Value	Internal Benchmark	Analysis	New Target Benchmark
1	KPI-P-01	Percentage of achieved indicators of the program operational plan objectives.	75%	76.3%	80%	It is noted that the actual benchmark (76.3%) value is higher than the target benchmark (75%). And from the values of last two years, the new target benchmark will be 77%.	77%
2	KPI-P-02	Students' Evaluation of quality of learning experience in the program	4.0	3.85	4.16	The questionnaire results show that actual KPI is 3.85, which means that the grade of satisfaction is "very High". And from the values of last two years, The new target KPI will be (4.1) for the next academic year	4.1
3	KPI-P-03	Students' evaluation ofthe quality of the courses.	4.0	4. 38	4.22	The questionnaire results show that actual KPI is 4.38, and achieved the target (4.0). And from the values of last two years, The new target KPI is	4.1

						proposed (4.1) for	
						the next academic	
						year	
4	KPI-P-04	Completion rate.	40%	37.5%	44.64%	The actual value (37.5%) is lower than the target (40%). And from the values of last two years, The new target is set to	40%
						40%	
5	KPI-P-05	First-year students retention rate	80%	80.52%	84.17%	Actual value (80.52%) achieved the target (80%). And from the values of last two years, The new target is to 80%	80%
6	KPI-P-06	Students' performance in the professional and/or national examinations.	50%	31.8	39.18 %	The actual value (31.8%) is lower than the target (50%). And from the values of last two years, the new target is set to 50%	50%
7	KPI-P-07	Graduates' employability and enrolment in postgraduate programs.	a-60% b-3%	a-56% b-4.5%	a-52.9% b- 0%	The actual value (56% and 4.5%) is lower than the target (60%) and higher than the target (3%). And from the values of last two years, the	a-60% b-5%

						new target is set to	
						60% and 5%	
						00% and 3%	
8	KPI-P-08	Average number of students in the class.	11	13	15	Actual value (13) is more than target benchmark (11) And from the values of last two years, the new target is set to 11	11
9	KPI-P-09	Employers' evaluation of the program graduate's proficiency.	4.0	3.9	4.07	The actual benchmark (3.8) is less than the target benchmark (4.0) and the internal benchmark (4.07). And from the values of last two years, the new target is kept to 4.0	4.0
10	KPI-P-10	Students' satisfaction with the offered	3.5	3.82	3.55	The actual benchmark value is 3.82 is less than the target benchmark (4.0) and internal benchmark (3.55). And from the values of last two years, The new target benchmark will be 4.0	4.0
11	KPI-P-11	Ratio of students to teaching	10:1	11:1	11:1	Actual value (11:1). The target	10:1
						I	

		staff.				is (10:1) and the	
		staii.				internal	
						benchmark (11:1),	
						and this reflects	
						not good ratio.	
						And from the	
						values of last two	
						years, the new	
						target benchmark	
						kept at 10:1	
12	KPI-P-12	Percentage	Assist. P:40 % Assoc. P:40 %	Assist. P:59.24%	Assist. P:59.24	For assistant	Assist. P:40%
		of teaching staff	Prof.: 20%	Assoc.P:26.06 %	% Assoc.	professors, actual	Assoc.
		distribution.		Prof.:14.7	P:26.06	value (14.7%) is	P:40% Prof.:
				%	% Prof.:14.7	equal to the target	20 %
					%	(14.7%). We	
						decided to retain	
						the target	
						benchmark at	
						14.7%. For	
						associate	
						professors, actual	
						value (26.06%) is	
						equal to the target	
						(26.06 %).	
						And from the	
						values of last two	
						years, It is decided	
						to retain the target	
						benchmark at	
						26.06 %.	
			~	2	-		
13	KPI-P-13	Proportion of teaching staff	0%	0%	3.3 %	Actual value of	0%
		leaving the				this KPI is 0%.	
		program.				The new target	
						benchmark will be	
	l			J			

						equal to 0%, reflecting the department's aims to improve the working environment and to consequently reduce the attrition rate even further. And from the values of last two years, It decided to retain the target benchmark at 0%.	
14	KPI-P-14	Percentage of publications of faculty members.	85%	%82	83 %	The actual benchmark (82%) is lower than target (85%). And from the values of last two years, It has been decided to set the target benchmark to 85%	85%
15	KPI-P-15	Rate of published research perfaculty member.	2:1	2.53:1	1.59:1	The actual benchmark (2.53:1) is higher than the target benchmark (2:1). And from the values of last two years, It has been decided to set the new target benchmark at	3:1

						(3:1)	
16	KPI-P-16	Citations ratein refereed journals per faculty member.	40:1	62:1	45.4:1	The actual benchmark (62:1) is higher than the target benchmark (40:1). And from the values of last two years, It is decided to set the new target benchmark at (40:1)	40:1
17	KPI-P-17	Satisfaction of beneficiaries with the learning resources.	4.0	3.8	3.35	The actual benchmark value is 3.8 is less than target one (4.0). And from the values of last two years, It is decided to set the new target benchmark to 4.0	4.0
18	KPI-AP-01	Number of research groups in the program	2	0	0	The actual benchmark value is (0) is less than the target one (2 projects). And from the values of last two years, It is decided to set the new target benchmark to 2.	2

19	KPI-AP-02	The number of funded research projects that the program's employees obtain annually	15	5	13	The actual benchmark value is (5) is lower than the target one (15 projects). And from the values of last two years, It is decided to set the new target benchmark to 15	15
20	KPI-AP-03	Percentag e of students participati ng in extra- curricular activities	85%	84.1%	84.4	The actual benchmark (84.1%) is higher than the target one (85%). It is decided to set the new target benchmark to 85%	85%
21	KPI-AP-04	Employers' satisfaction with the program's mission, vision and goals	4.2	4.11	3.9	The actual benchmark value is based on the survey "Employer Survey on EE Vision Mission & Objectives". The actual benchmark (4.11) is higher than the target one (4.2). It is decided to set the new target benchmark to 4.2	4.2

22 KPI-AP-05	Percentage of the student's graduation projects related to the surrounding community	30%	25%	20%	The actual benchmark (25%) is less than the target one (25%). And from the values of last two years, It is	30%
	Community				values of last two	
					decided to set the	
					new target benchmark to 30%	

### **Comments on the Program KPIs and Benchmarks results:**

- large number of indicators are in use for evaluation of program quality.
- Many KPIs showed improvements.
- Internal and external data were available for comparisons, the external one was from highly recognized chemistry program.

#### 5. Analysis of Program Evaluation

(Including strengths, Areas for Improvement: and priorities for improvement)

#### **Strengths:**

- The student survey is regularly conducted and feedback is used for course and program improvement.
- Students show a good level of satisfaction with the quality of learning resources, quality of courses, offered services.
- Students and Faculty members show a good level of satisfaction with the learning resources.
- The Chemistry program provides sufficient number of full-time teaching staff to the students.
- Procedures are in place to ensure that new hired PhD faculty has verified degrees.
- More Saudi staff will return with PhD, granted from ranked universities abroad.
- There is a high degree of job satisfaction at the department, leading to higher retention rates.
- The rate of scientific publishing is increasing through the last three years as the university offered many subsidized project and scientific research groups.
- The Chemistry department made serious efforts to create awareness among the stakeholders on the vision, mission & values and it has been carried out through:

Handbooks, prospectus, college homepage.

Display in LCD screens, posting in the college social networking site, student forum etc. Faculty board, department meeting minutes are quoted with "vision, mission & values". Quotes in faculty lectures.

#### **Areas for Improvement:**

- Employers' involvements in the mission have to be stressed by taking their opinions in a larger scale.
- Following up the offered job opportunities to inform our alumni with it and keep in contact with them.
- There is a need to increase the proportion of Full Professors in the Department of Chemistry.
- Following up the causes for a low proportion of students completing program in minimum possible time through holding periodic meeting with academic advisor.
- Setting a research performance evaluation according to number of granted projects for faculty members.
- Improve the program partnership with the community.
- improvement of counseling process

### **Priorities for Improvement:**

- Research Performance Evaluation and its impact on the annual evaluation.
- Conduct Advisory Committee at least twice in a year in order to discuss in more details about the continuous improvement plan and program development.
- Increase the program partnership with the community.
- improvement of counseling process

**G.** Difficulties and Challenges Faced Program Management

Difficulties and Challenges	Implications on the Program	Actions Taken	
None			

H. Program Improvement Plan

	H. Program Improvement Plan						
N o.	Priorities for Improvement	Actions	Action Responsibil ity	Date Start	End	Achievement Indicators	Target Bench mark
1	Research Performance Evaluation and its impact on the annual evaluation	Reward for excellent scientific publication	Head of Department	December 30th, 2020	May 30th, 2021	Rate of published research per faculty member.	90%
2	Conduct Advisory Committee at least twice in a year in order to discuss in more details about the continuous improvement plan and program development	Meeting of the Advisory Committee with the Council of the Department of Chemistry	Study plan committee and quality committee	December 30th, 2020	May 30th, 2021	The number meeting of Advisory Committee with the Council of the Department of Chemistry	2
3	Increase the program partnership with the community.	the student's graduation projects related to the surrounding community	Community Partnership Committee	December 30th, 2020	May 30th, 2021	Percentage of the student's graduation projects related to the surrounding community	30%
4	improvement of counseling process	Increase meeting of the Advisory Committee with the Council of the Department of Chemistry	Head of Department	December 30th, 2020	May 30th, 2021	The number meeting of Advisory Committee with the Council of the Department of Chemistry	3

#### I. Report Approving Authority

Council / Committee	Chemistry Department	
Reference No.	15 <sup>th</sup> Department Council - Subject 15	
Date	19/1/2022	

#### J. Attachments:

- A separate cohort analysis report for male and female sections and for each branch

  <a href="https://drive.google.com/file/d/1N0a71NQSCVkjilS0Wwox86arzsXP7EIr/view?usp=share\_link">https://drive.google.com/file/d/1N0a71NQSCVkjilS0Wwox86arzsXP7EIr/view?usp=share\_link</a>

  <a href="https://drive.google.com/file/d/1 0tm12ZzyEWY5D4mNTEUh\_zC\_5FVBvbI/view?usp=share\_link">https://drive.google.com/file/d/1 0tm12ZzyEWY5D4mNTEUh\_zC\_5FVBvbI/view?usp=share\_link</a>

  <a href="https://drive.google.com/file/d/1n7LUghwloAcx5ci8wcQtDRlw9haZR\_BT/view?usp=share\_link">https://drive.google.com/file/d/1n7LUghwloAcx5ci8wcQtDRlw9haZR\_BT/view?usp=share\_link</a>
- A report on the program learning outcomes assessment results for male and female sections https://drive.google.com/file/d/1d3Se2s-k01xCiao9cgjP1dieJm-0rAem/view?usp=share\_link
- A report on the students' evaluation of program quality <a href="https://drive.google.com/file/d/1h7UmZufp0nZXAtpgdbFIziYrq4JK7vTf/view?usp=share\_link">https://drive.google.com/file/d/1h7UmZufp0nZXAtpgdbFIziYrq4JK7vTf/view?usp=share\_link</a> <a href="https://drive.google.com/file/d/1dH-gTEcBmNBqRshhAKHrAl6z2gv1N-UV/view?usp=share\_link">https://drive.google.com/file/d/1dH-gTEcBmNBqRshhAKHrAl6z2gv1N-UV/view?usp=share\_link</a>
- Independent reviewer's report and other survey reports (if any)

  <a href="https://drive.google.com/file/d/1C8t4GBkO0UzhHkwFm5yzl8qSb37v0iTS/view?usp=share\_link">https://drive.google.com/file/d/1C8t4GBkO0UzhHkwFm5yzl8qSb37v0iTS/view?usp=share\_link</a>
  <a href="https://drive.google.com/file/d/14xbO-gq9mT5GiW5-4jFzkzHR09AB48Ea/view?usp=share\_link">https://drive.google.com/file/d/14xbO-gq9mT5GiW5-4jFzkzHR09AB48Ea/view?usp=share\_link</a>