



Quality Management System (QMS)

QUALITY MANAGEMENT SYSTEM (QMS)

Deanship of Development and Quality Assurance 2019

Version-2

Version	Rationale for version	Date
1	Printed version at launch	Feb 2015
1.1	Minor corrections for web based version plus restructuring of section B for improved clarity	Feb 2015
1.2	Removal of SC-AAQAC and relocating within SC-SPC, additional guidance on program approval and periodic review, plus minor updates	April 2015
1.3	Resurrection of AAQAC, Update on role of CQAO, restating the student academic load, plus minor changes	June 2015
1.4	Making amendments to programs	Feb 2017
2.0	Major changes based on <ul style="list-style-type: none">• Evaluation of QMS ver. 1.4• NCAAA standards 2019• Saudi Arabia Qualification framework (SAQF)• Benchmarking with different national and international QMS	October 2019

This version of QMS include hyperlinks, therefore, to be able to access some additional documents related to QMS, it is recommended to use electronic version of it

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1. Introduction

The Deanship of Development and Quality Assurance (DDQA) at King Faisal University (KFU), with the help of international quality experts, has designed a quality management system (QMS), a regulatory framework that provides and satisfies required standards for quality of education. QMS was established and launched in 2014 with the ultimate goal for setting out procedures and policies which guides all members of the University in achieving its aim of delivering high-quality academic programs and ensuring the conformity with the National Qualifications Framework (NQF) and NCAAA standards.

QMS incorporates a range of principles, policies, and procedures by which academic standards are assured, and quality is enhanced within KFU. QMS has set out guidelines for all the colleges and programs with great care to work within the framework of rules and regulations as set by NCAAA accreditation standards (Version 2013). NCAAA standard 2.6 states ‘the institution must have a comprehensive and widely accessible set of policies and regulations establishing the terms of reference and operating procedures for major committees, administrative units, and positions within the institution.’

The principal components of QMS are based on NCAAA standards, which enables colleges to deliver programs and to ascertain quality aspects to assess, revise, and demonstrate the effectiveness of its quality assurance system. Currently, all the programs and colleges in KFU operate within the principal components of QMS.

QMS has been operating in KFU since 2014, the current version of QMS is needed is assessed and evaluated to define its strength and its area of improvements. Then, the QMS is updated taking into accounts different factors such as: the Saudi qualification framework (SAQF), the new NCAAA standards (2018), the emergence of the Saudi Arabian vision 2030 that includes induced many changes and transformations to the whole system in the Kingdom, and the preparation for launching the University strategic plan (2019-2023).

2. Purposes and Objectives of the QMS

The QMS sets out a range of principles, policies and procedures by which academic standards are assured and quality is enhanced within KFU. It recognises that quality assurance procedures and the generation of quality improvements are most effective when operating closest to the point of delivery. This principle also enables colleges to deliver programs which prepare their students for post-graduation activities. However all programs and colleges operate within the overall framework of the QMS.

KFU provides high quality academic programs leading to awards of the University. KFU programs equip students to achieve academic standards recognised both nationally and internationally. The programs combine the development of general cognitive abilities and skills, discipline-specific abilities and skills, transferable skills and English language proficiency at a level appropriate to the program of study.

All programs offered at KFU must meet the regulatory requirements of the Kingdom of Saudi Arabia. These include the same credit and standards requirements, conformity with the Saudi Qualifications Framework (SAQF), the requirements for years of study and academic awards, and the development of learning outcomes in different domains of learning.

All members of KFU staff are responsible for ensuring that their actions align with and promote the guiding principles for academic standards and quality as set out in the QMS. It is expected that key members of academic management at KFU and in the colleges take lead responsibility for promoting the QMS throughout the university.

The QMS is a dynamic process for ensuring academic standards and quality improvements at KFU and this is reflected in the annual updating of the manual.

3. Governance Structure

3.1. The Governance and Quality Framework

The quality framework provides the governance structure which ensures that the academic standards and quality of programs at KFU are achieved. The quality framework establishes effective leadership to guide and oversee the systematic monitoring and evaluation of learning and teaching, and the processes that support them, to make sure that the standards of academic awards are maintained and that the quality of the student learning experience is being safeguarded and improved.

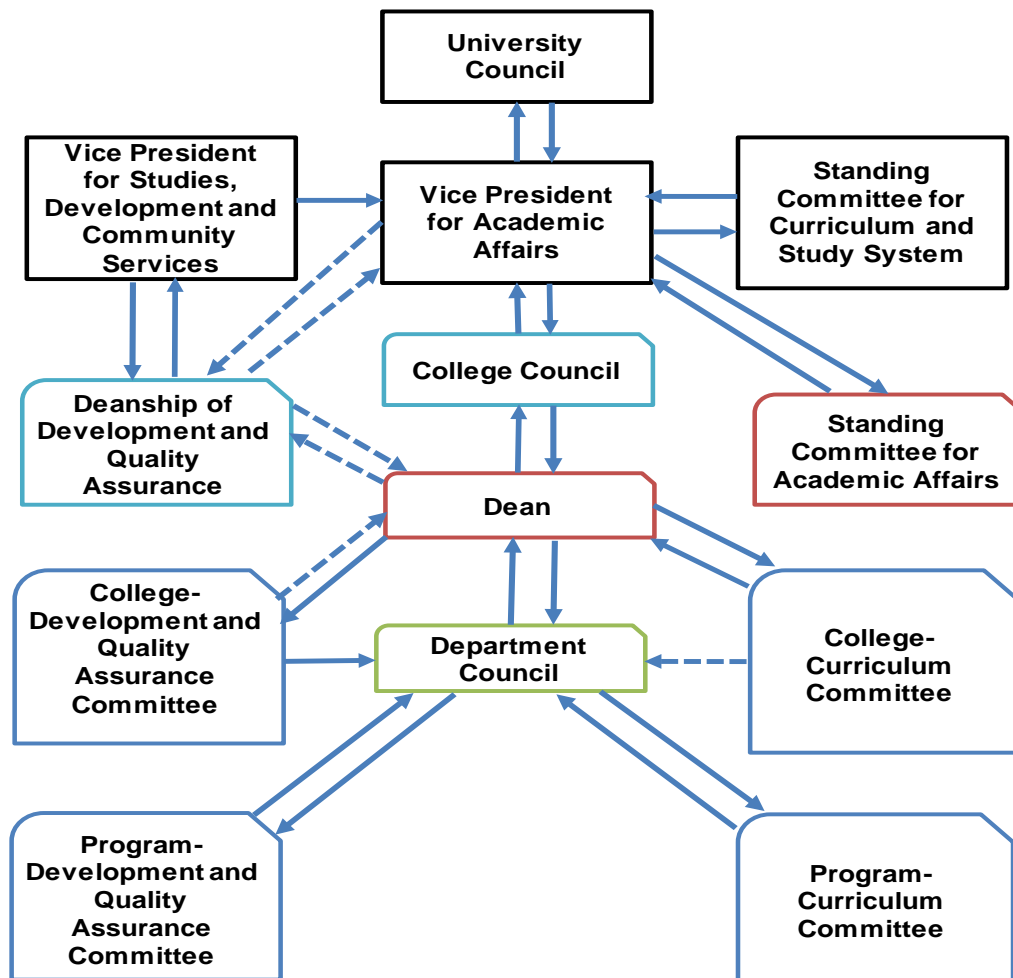


Figure 3.1: Quality Framework

The main feature of this structure for quality assurance and improvement are shown in the Figure 3.1 above. The Vice President for Academic Affairs (VPAA) with the help of his allied Colleges, Units, Committees and consultancy

groups are the executive body which is exclusively responsible for initiation, follow up, development and closure of any new or modified undergraduate study plan and/ or curricula.

3.1.1. Objectives of the Governance and Quality Framework

- To ensure the effective regulation and decision-making of the academic and quality activities at KFU.
- To define the KFU academic strategies, priorities, policy and procedures that can promote the goals of the KFU.
- To monitor and review academic and quality activities to ensure that all activities are done based on the established frameworks.
- To create and sustain a framework that ensure commitment, responsibility across the KFU.
- To enhance the responsibility of KFU towards its students and stakeholders concerning the academic standards and quality.

3.2. University Governance Structure

3.2.1. University Level

3.2.1.1. University council

The University's Council has the overall accountability for all academic matters concerning to teaching and research. Council is accountable for approving and employing the University's Strategic Plan that determine the whole goals for the University including those related to teaching and learning.

Much of the detailed work of University Council is assigned to committees, including the higher standing committee for total quality and academic accreditation, standing committee for study plans and curricula and standing committee for academic affairs.

3.2.1.2. University Higher Committees

- **The Higher and Standing Committee for Total Quality and Academic Accreditation**

The Higher Standing Committee for Total Quality and Academic Accreditation is the major deliberative body responsible for overseeing the broad issues of quality assurance and improvement at KFU, reporting to the University Council. The committee is aligned with the executive bodies of both Academic Affairs and the Deanship of Development and Quality Assurance.

Committee tasks

- Approving and supervising the implementation of the strategic plan of the quality assurance and academic accreditation
- Approving the executive plans for the Deanship of Development and Quality Assurance and its units.
- Adopting a system of incentives and rewards for the university staff and its units who achieved excellent work in quality assurance or obtained academic accreditation
- Approve the budget required for the Deanship of Development and Quality Assurance.
- General supervision of the work of the units of the Deanship of Development and Quality Assurance and committees associated with quality assurance and academic accreditation

Membership

The Committee will comprise the following membership:

- KFU President (Chair)
- Vice President for Studies, Development and Community Services
- Vice President for Graduate Studies and Scientific Research
- Vice President for Academic Affairs
- KFU Vice President
- The dean of the Deanship of Development and Quality Assurance
- The vice dean of the Deanship of Development and Quality Assurance

- **The Higher Committee of the Strategic Plan**

The Supreme Committee of the Strategic Plan functions as the University's key resource for managing and connecting all activities related with the university strategic planning practices such as developing, monitoring, and revision of the strategic plan of the university.

Committee tasks

- Monitoring the executing of the strategic plan
- Evaluating the strategic plan
- Taking the needed administrative decision for handling the raising issues during the executing of the strategic plan

Membership

The Committee will comprise the following membership until the next Administrative Decision is published:

- KFU President (Chair)
- Vice President for Studies, Development and Community Services

- Vice President for Graduate Studies and Scientific Research
- Vice President for Academic Affairs
- KFU Vice President
- Vice President for Female Students Affairs
- Supervisor of Strategic Planning Department

3.2.1.3. Committees of Vice Presidency for Academic Affairs

- **Standing Committee for Curriculum and Study System**

Committee tasks

- Follow-up colleges in the development of their study plans
- Work with colleges to improve the study plans to meet the standards of local and international accreditation
- Evaluating the approved study plans in cooperation with the colleges
- Assist in completing the institutional and program accreditation procedures
- Follow-up of colleges in the selection of appropriate benchmarking of their study plans locally and internationally
- Studying and reviewing the different study systems in order to evaluate them
- Provide recommendations on the new or modified study plans to be presented to the University Council
- Developing mechanisms for building study plans and benefiting from international experiences

Membership

The membership of the Committee is recommended by the VPAA, approved by the University Council with a 1-year term. The Committee will meet at least once a semester. The quorum of the Committee shall be 50% of its membership. Non-members may be invited by the Chair to attend meetings to provide specialist information to inform discussion. They will however, have no voting rights.

The Committee will comprise the following membership until the next Administrative Decision is published:

- Vice President for Academic Affairs as Chair
- Dean of admission and registration
- Supervisor of the study plans unit
- Supervisor of the center for measurement and evaluation
- 1 member from the medical science colleges
- 1 member from the humanities colleges
- 1 member from the science colleges
- Members of the staff of the VPAA

- **Standing Committee for Academic Affairs**

Committee tasks

- Study, support and disseminate successful experiences and good practices in colleges
- Follow-up study and solve problems that may arise
- Prepare the university calendar and submit it to the University Council
- Follow up the implementation of the admission policy in the university
- Supervising the implementation of the executive regulations and rules of the undergraduate studies and examination regulations
- Defining the policy of study deprivation according to the rules governing it
- Define policies and procedures to deal with students' excuses for absences in classes
- Define policies and procedures to deal with students' excuses for absences in exams
- Determine the calendar of academic affairs such as apology and withdrawal from study
- Define policies and procedures for dealing with low performance students
- Studying the quarterly reports submitted by colleges and deanships regarding the exam process and preparing a report for the university administration
- Determine the policies and procedures of academic guidance for students
- Determine the policies and procedures of psychological and social counselling for students
- Follow-up feedback from students during regular meetings with the Vice President for Academic Affairs and deans of colleges and heads of departments
- Supervise the implementation of quality requirements and academic accreditation for programs
- Supervise the implementation of quality requirements for e-learning and distance education and the accreditation requirements
- Supervise the application of the study load card for faculty members and lecturers
- Prepare recruitment and contracting policies and procedures
- Prepare policies for the use of collaborators from outside the university
- Follow up on the affairs of students at the university including student activities and services

Membership

The committee is chaired by the Vice President for Academic Affairs with the membership of the deans of all colleges in the university in addition to the deans of students' affairs, admission and registration, preparatory year and e-learning and distance education.

- **Disciplinary Standing Committee**

Committee tasks

The main task of this committee is to study the disciplinary cases of students according to the disciplinary regulations of the university

Membership

The committee is chaired by the Vice President for Academic Affairs with the membership of the deans of students' affairs, admission and registration, postgraduate studies, the dean or vice dean of the college to which the student belongs and the supervisor of the general department of legal affairs.

- **Standing Committee to Follow up the Implementation of the Operational Plan of the University Vice Presidency for Academic Affairs**

Committee tasks

The main task of this committee is to follow-up the implementation of the operational plan of the Vice President for Academic Affairs and its units and deanships. The committee also work to complete the tasks and projects contained in the manual of the operational plan and operational activities.

Membership

The committee is chaired by the Vice President for Academic Affairs with the membership of:

- The dean of students' affairs
- The dean of admission and registration
- The vice dean of students' affairs for student services
- Director of the supporting studies centre
- Director of medical services centre
- Supervisor of alumni office
- Supervisor of the study plans unit
- Supervisor of the centre for measurement and evaluation

3.2.1.4. Committees of Vice Presidency for Graduate Studies and Scientific Research

- **Standing Committee of Scientific Research Ethics**

Committee tasks

- Spreading awareness of the importance of the ethics of scientific research and encouraging related activities such as workshops and lectures
- Ensure the commitment of researchers of the university to the ethics of scientific research
- Cooperating with local and foreign committees to prepare ethical standards for scientific research
- Establishing a code of ethics for scientific research at the university
- Providing rules and principles for the ethical recognition of research laboratories working in vital fields
- Periodic evaluation and monitoring of research committees and centers in the application of ethics of scientific research
- Periodic evaluation and control of the medical and pharmaceutical laboratories on the organism and ensure its legitimacy

Membership

The committee is chaired by the dean of scientific research deanship with the membership of the vice dean of the scientific research deanship and at least five faculty staff from different colleges (scientific and social sciences).

- **Standing Committee for Teaching Assistants, Lecturers, Language Teachers and Research Assistants**

Committee tasks

- Propose the general policy for the selection and distribution of teaching assistants, lecturers, language teachers and research assistants to colleges
- Studying the recommendations made by colleges regarding the appointment of lecturers, teaching assistants, language teachers and research assistants
- Propose the distribution of the functions of lecturers, teaching assistants, language teachers and research assistants according to the current and future needs of scientific sections

- Studying recommendations for transferring lecturers and teaching assistants to administrative positions within the university or referring them to the Ministry of Civil Service

Membership

The committee is chaired by the Vice President for Graduate Studies and Scientific Research with the membership of:

- The dean of postgraduate studies
- The dean of faculty affairs
- The general director of the department of planning and budgeting
In addition to some selected faculty from different colleges.

- **Standing Committee for Academic Promotions and Recruitment of Faculty**

Committee tasks

- Receive promotion files and applications for appointment to the faculty members of the university from the Scientific Council for auditing and reviewing
- Studying the files and making sure that they meet the approvals and formal procedures followed in the university
- Return the files after studying them to the Scientific Council

Membership

The committee is chaired by the Head of the Scientific Council and the Secretary of the Scientific Council as the vice in addition to at least four faculty members from different colleges

- **Standing Committee for Conferences and Seminars**

Committee tasks

- Prepare general policies for attending seminars and conferences at the university and prepare annual plans and reports
- Propose and apply the organizational and procedural rules for attending conferences and seminars
- Studying applications from faculty members to attend conferences and seminars
- Setting controls for the tickets and travel allowance for faculty members
- Optimizing the use of the item to attend conferences and seminars in the budget in order to raise the teaching and research efficiency of faculty members

Membership

The committee is chaired by the Vice President for Graduate Studies and Scientific Research with the membership of the Secretary of the Scientific Council and at least four faculty members.

- **Standing Committee for Publication, Scientific Communication and Sabbatical leave**

Committee tasks

- Receiving the files of publication requests and research submitted within the minimum scientific promotion as well as the requests of scientific communication and sabbatical leave
- Studying requests to attend conferences for faculty members at the university
- Studying the files and making sure that they meet the approvals and formal procedures followed in the university
- Return the files after studying them to the Scientific Council

Membership

The committee is chaired by the Head of the Scientific Council and the Secretary of the Scientific Council as the vice in addition to at least five faculty members as representative for the different colleges

- **Standing Committee to Reward Excellence in Scientific Publishing, Research Excellence and Patents for Saudi Faculty and the Like**

Committee tasks

- Take all necessary procedures to implement the regulations to reward excellence in scientific publishing, research excellence and patents
- Studying the requests of reward excellence in scientific publishing, research excellence and patents

Membership

The committee is chaired by the Vice President for Graduate Studies and Scientific Research with the membership of:

- The Secretary of the Scientific Council
- The dean of scientific research
- The dean of faculty affairs

- General supervisor of financial and administrative affairs
- In addition to some selected faculty members

3.2.1.5. Committees of Vice Presidency for Studies, Development and Community Services

- **The Standing Committee for Employing the Computers**

Committee tasks

- Preparing studies and suggestions for updating and developing the computers
- Proposing means to maximize the utilization of computer applications
- Receiving requests for providing the computers and requests for computer technologies

Membership

The committee is chaired by the Vice President for studies, development and community services with the membership of:

- The dean of information technology
- The dean of e-learning and distance education
- The dean of computer science and information technology college
- General supervisor of financial and administrative affairs
- Supervisor of the general department of legal affairs
- Inventory control manager

- **The Standing Committee for Studies and Development**

Committee tasks

- Develop a comprehensive management performance strategy to increase the culture of institutional work
- Following up the implementation of the University's operational plans in coordination with the office of strategic planning
- Working with different university bodies to build an appropriate organizational structure
- Working to speed the automation of the university using modern technologies
- Developing and updating the database continuously

Membership

The committee is chaired by the University Rector with the membership of:

- Vice President for studies, development and community services
- The dean of development and quality assurance

- Dean of research and consulting institute
- The dean of faculty affairs
- Supervisor of strategic planning department
- Supervisor of the general department of legal affairs
- General supervisor of financial and administrative affairs
- Manager of administrative development department

3.2.1.6. Committees of Vice Presidency

- **Standing Committee for Housing the University Staff**

Committee tasks

- To formulate general policies for housing at the university and to determine the priorities of the categories eligible for housing
- Establish rules and conditions governing housing
- Setting rules for hosting Saudis returning from scholarships and retirees
- Evaluate and approve the different needs of housing units with different entities
- Form an advisory committee of the residents of each compound
- Any other tasks assigned by the Rector

Membership

The committee is chaired by the Vice President. The membership will comprise of at least five people who are nominated by the Vice President and approved by the University Rector for two years period. The committee members should include:

- The dean of faculty affairs
- The dean of information technology
- General manager of projects, operation and maintenance
- General supervisor of financial and administrative affairs
- Director of university city administration
- Director of university housing department

This Committee should meet at the invitation of the chairman of the committee at least once every two months. The meetings of the committee should not be considered unless at least two thirds of the members are present, in addition to the Chairman of the Committee or any person who shall represent him. The recommendations of the committee shall be issued by an absolute majority of the votes of the members present. The decisions of this committee shall be effective after the approval of the Rector.

- **Standing Committee for Allocation of Building Places at the University**

Committee tasks

The main task for this committee is to identify the needs of the schools, deanships and different units in the University. The Committee redistributes the requirements between these different units to ensure the proper functioning of the work.

Membership

The committee is chaired by the Vice President. The membership will comprise of at least five members including:

- General manager of projects, operation and maintenance
- General supervisor of financial and administrative affairs
- Director of the Rector office
- Director of safety department
- Director of procurement and tenders department

- **The Standing Committee for Bids and Tenders Evaluation**

Committee tasks

- Reviewing the reports of tender opening committee
- Examining the technical reports submitted by the entities
- Examination of bids to ensure compliance with conditions, specifications and regulations
- The committee may form another committee to re-study the documentations and field examination
- The decision of the committee shall be by a majority of the members
- The committee may negotiate with the lowest bidder in the event that the market prices are lower than the offer and in the case that the approved budget of the project is less than the offer value
- The committee may cancel the competition if the bids are found to be unacceptable
- The committee may not exclude any bid on the pretext of low prices until the financial and technical analysis will be done.

Membership

The committee is chaired by the Vice President. The membership will comprise of at least five members including:

- General supervisor of financial and administrative affairs
- Director of procurement and tenders department

- Supervisor of the general department of legal affairs
- Financial auditor
- The general director of the department of planning and budgeting

- **Standing Committee for Financial Affairs**

Committee tasks

The main task for the committee is to study all related matters to the university budget and control all aspect of spending. In addition to that the committee will:

- Supervising the preparation of the university budget
- Studying financial issues presented to the University Council
- Follow-up of disbursement from the budget
- Provide suggestions to the Rector to rationalize the disbursement of the budget
- Review the final account of the University before sending to the University Council

Membership

The committee is chaired by the Vice President. The membership will comprise of at least five members including:

- General supervisor of financial and administrative affairs
- Director of procurement and tenders department
- Financial auditor
- The general director of the department of planning and budgeting
- Director of financial affairs department

- **The Standing Committee for Archiving**

Committee tasks

- The committee acts as the main reference for university archives affairs to ensure the optimal application of the archives systems
- Guiding the conduct of procedural studies to simplify the performance and shorten the procedures for the production of documents
- Study the draft of regulations and plans related to university archives
- Appointment of members of the specialized archives committees at the university

- Supervising the work of the committees of evaluation and destruction of documents
- Supervise the accuracy of the documents submitted to The National Center for Archives & Records.

Membership

The committee is chaired by the Vice President with the membership of:

- The dean of information technology
- The supervisor of the center of document and administrative communication
- General supervisor of financial and administrative affairs
- Supervisor of the general department of legal affairs

- **Standing Committee for Security and Safety**

Committee tasks

- Propose general policies for security and safety and the optimal plans for their implementation
- Monitor the application of security systems within the university
- Recommend the adoption of the integrated security system of the university
- Organizing the rules of security and safety means at the university units
- Supervise the plans of evacuation in the university
- Recommendation to provide the necessary equipment for security and safety staff at the university
- Study security problems and develop solutions to address them

Membership

The committee is chaired by the Vice President with the membership of:

- Vice President of female student affairs
- The dean of student affairs
- The vice dean of female student affairs
- Supervisor of the University center for communication and Information
- Supervisor of security and safety department
- Supervisor of the general directorate of projects, maintenance and general services
- Director of university city administration
- Supervisor of security and safety department at female section

3.2.2. College Level

Colleges play a central role in the academic quality assurance through the relevant college committees, the verification of the desired level of quality of an academic activities will be achieved. The main supported committees to the college council are college- study plans and curriculum committee and the committee of development and quality assurance.

3.2.2.1. College Council

The College Council represents the operational aspects of each college, and can be considered as part of the accountability of each College's senior management team. Whilst the College's committee of development and quality assurance is responsible for supporting all issues relating to quality, the College Council is the committee tasked with supporting the Dean in providing clear operational direction. The Council will meet at least twice a semester, and have a quorum of 50% of the membership. Non-members may be invited by the Dean to attend meetings to provide specialist information. They will however have no voting rights.

Council tasks

As the operational council, the council will have a wide agenda that will include:

- Propose the appointment of faculty members, graduate students, and lecturers and propose their secondment, delegation, and promotion.
- Propose degree plans, or their amendment in coordination with academic departments.
- Propose curricula, textbooks, and references for departments of the college.
- Encourage conducting academic research and community engagement coordinate research activities between the departments of the college or institute, and undertake its publication.
- Propose examination schedules and make arrangements for conducting exams.
- Propose the internal code for the college.
- Propose plans for training and sponsored study by college personnel at other institutions.
- Propose the extracurricular activities plan for the college.
- Resolve issues related to students that are within its jurisdiction, and forward others to the university council.
- Consider matters forwarded by the university council, its chairman and provide its opinion.

Membership

The membership of the council will be reviewed each year and the office of the President will publish an Administrative Decision will declare and identifies all those who will serve for the following 12 months.

The council will comprise the following membership until the next Administrative Decision is published:

- Dean of College (Chair)
- Vice Deans
- Department Heads
- Members as requested by the Dean and approved by the President

3.2.2.2. Vice dean for academic affairs

Vice dean for academic for academic affairs is responsible for all issues related to academic programs executions: such as developing courses schedule, course registrations, graduating the students, and students advising.

3.2.2.3. Vice Dean for girls section

Vice dean for academic for girls section is responsible for all issues related to girls sections.

3.2.2.4. Colleges Committees

Committee designation in colleges is one of the most important basics that administration practices in order to manage the process of learning, researches and services easily.

On this basis, committees are an administration method and a complementary part of the college administration structure, which help to perform different duties. Committees help College Board and the dean to make wise decisions that push to do educational, research and service responsibilities through meetings recommendations about this regard.

• College- Curriculum Committee

This committee is headed by the college dean and it includes departments' chairpersons. If the dean apologized to head the committee, he should assign one of the vice deans or department chairpersons or one from the outstanding academic staffs who has good experience of academic plans preparation. The committee is formed to perform the following tasks:

Committee tasks

- To follow up the academic work and to consider all aspects of the program of study. This will include recommendations on: course delivery and assessment including learning, teaching and assessment strategies.
- Introducing scientific programs vision, mission and goals, and suggesting to make a modification on the current ones; or redefine them in accordance with the conditions of the academic plans guide.
- Reviewing outputs of the college programs on the basis of employment market requirements and needs.
- Recommending internal and external academic references to evaluate the academic plans in the different college programs.
- Suggesting of designing new programs and prepare their academic plans, and pausing or modifying the current ones in accordance with the employment market requirements and based on the beneficiary evaluation results.
- To examine and consider the experiences of other programs within the College and other colleges when addressing difficulties and problems and also to benefit from successful experiences in other colleges, especially sharing the good experiences such as the community engagement strategy, student input and feedback and other academic and accreditation standards.
- To establish an academic accreditation plan for the aforementioned colleges through the college quality assurance committee
- To supervise the implementation of the academic accreditation plan for colleges.
- To prepare annual report to the College Council on the activities and effectiveness of the committee.
- Considering the documents that are referred by the college dean to the committee and give opinion and necessary recommendations.

Membership

The Committee will comprise the following membership:

- Dean of the College (Chair)
- Vice Deans
- Department heads (Program Leader)
- Members appointed by the Dean and approved by the College Council

- **The Committee of Development and Quality Assurance**

This committee is headed by the college vice dean who is competent in development and quality assurance or will be assigned instead of him/her. It is allowed to authorize one of the outstanding academic staff to head the committee. The tasks of the committee are represented as the following:

Committee tasks

- Following up every issued documents about quality and development form the National Commission for Assessment and Academic Accreditation, and the deanship of development and quality assurance, and circulating them to all departments in the college.
- Recognizing of academic assurance requirements and introducing them to all departments in the college.
- Evaluating the quality of teaching process, research and services in the college (self-assessment) through conducting survey studies for individuals and beneficiary entities.
- Educating the culture of quality and introducing it to the college through convening internal courses for students, academic staff, technicians, and administrators.
- Studying the assessment of (course assessment) which is done by students and recommending to every course and discuss it with the department chairperson.
- Preparing an annual plan to identify training needs for academic staff and technicians; and monitoring the mechanism of implementation.
- Supervising and following up the orientation programs for the new academic staff.
- Recommending a mechanism to motivate excellence and innovation in academic staff performance and nominate them for excellence prizes on the level of college, university and the society.
- Following up the implementation of course and program reports with the academic departments in the college at the end of every semester or quarter year, and receiving the final reports about workshops, which are conducted by the departments to discuss their program-course reports.
- Reviewing all documents which are refereed by the college dean to the committee and giving opinion and necessary recommendations about them.

Membership

The qualities of the membership of this committee should be:

Head of Committee:

- The head should have a demonstrable understanding of the quality assurance procedures of the University.
- The head should show the commitment, energy and drive to lead and support the appointed team in achieving successful quality assurance activities.
- The head should have the qualities of being able to lead the College in the full implementation and observance of all quality assurances procedures.

Members of Committee:

- At least one member should be a member of the College's Study Plans and Curricula Committee.
- Members should have experience of quality assurance procedures within KFU.
- The membership should comprise representatives of all departments, including the female section where applicable.
- Members should have good record and evidence of commitment in working constructively on College initiatives.
- Members should demonstrate commitment by attending quality assurance workshops and other associated activity.
- Members should have the desire to work on quality issues.
- Members should be able to recognize their larger responsibility of working in the best interests of the College and the University, rather than the sole interests of the community they represent.
- Members should be able to communicate effectively with the college community, to ensure quality policies and implementation are both understood and respected.

- **The Committee of Academic Affairs**

Committee tasks

The tasks of the committee are represented as the following:

- Coordinating the college tasks for undergraduate students, which include: scheduling courses, course registration, add or omit courses, delaying, interruption, folding records and reopen them, deprivation, transforming, exams scheduling, monitoring grades, welcoming new students, reviewing students' documents, considering students' excuses who accidentally interrupted from study. All the aforementioned must be compatible with the university regulations.
- Coordinating with the deanship of admission and registration regarding to academic affairs for undergraduate students.
- Preparing student guide and enhance it periodically. The guide should contain a summary of academic plans and the college internal regulation, if found, with other terms that are related to the academic regulations and exams.
- Preparing a plan to divide students in different departments after college council approval.
- Making a plan to help the low performance students and suggesting recommendations to the college council.
- Preparing and applying an obvious and declared mechanism that explains how to receive students complains after the college council approval.

- Suggesting a mechanism to motivate the excellency and innovation in students' performance, and also nominating the outstanding ones for excellence prizes on the level of college, university and community.
- Reviewing all documents that are referred by the college dean office to the committee and giving opinion and necessary recommendations about it.

Membership

This committee is headed by the vice dean of academic affairs or who will be assign instead of him.

- **The Committee of Postgraduate Studies and Scientific Research**

Committee tasks

The following are the duties and responsibilities of the committee:

- Arranging the postgraduate students' affairs, which includes: scheduling courses, course registration, add or omit courses, delaying, interruption, folding records and reopen them, deprivation, transforming, exams scheduling, monitoring grades, welcoming new students, reviewing students documents, considering students excuses who accidently interrupted from study. All the aforementioned must be compatible with the university regulations.
- Coordinating with the deanship of postgraduate studies in every issues.
- Enhancing and reviewing the conditions of enrollment in postgraduate studies.
- Cooperating with the deanship and centers of scientific researches to encourage and support researchers in the university
- Encouraging academic staff in the college to publish proposed researches to the supporting entities.
- Considering proposed researches which are delivered to the deanship of scientific research and making sure if they are compatible with the college interests.
- Reviewing proposed researches from postgraduate students and making sure of their objectivity and if they are compatible with the community and environment needs which are eventually match the college interests.
- Coordinating with the college departments to develop, modernize and assess the postgraduate programs.
- Assessing and encouraging research performance and scientific publishing in the college and determining the obstacles and seek for ways to overcome them.
- Increasing the efforts to root the scientific publishing in the most effective scientific journals.

- Supervising and operating the central lab if found.
- Helping teacher assistances to obtain scholarships to well-known universities.
- Following up the college scholars' conditions in abroad.
- Attracting the outstanding researchers to the college.
- Reviewing the documents which are referred by the college dean to the committee and giving opinion and necessary recommendations.

Membership

The vice dean of postgraduate studies and scientific research heads this committee or who will be assigned instead of him/her.

- **The Committee of Strategic Planning and Decision Support**

Committee tasks

The tasks of this committee are represented as the following:

- Introducing the college vision, mission and goals, and suggesting to make necessary modifications on the current ones or recommending of new ones.
- Periodic reviewing of the powerful elements, risks and opportunities of the college and adding them to the college goals.
- Providing essential recommendations to the college dean about the challenges of learning process, research and services.
- Making an operational plan for the college and motivating the implementation of it.
- Making a time-plan to improve the college programs academically and putting them under constituent monitoring.
- Identifying college research interests and connecting them with the university strategy.
- Following up all referred documents from the university administration about strategic planning and every issued documents from the department of strategic planning and circulating them to all college departments.
- Educating the college employees about the culture of strategic planning.
- Monitoring the performance of the other committees and creating a constituent coordination among committees which have common responsibilities.

Membership

The college dean heads this committee and it is formed from the college vice deans and number of academic staffs; if the college dean apologizes, s/he will assign someone instead of him or one from the departments chairpersons or one from the academic staff who has good experience in strategic plans implementation.

- **The Committee of Student Activities**

Committee tasks

The tasks of this committee are represented as the following:

- Preparing a time-plan shows students' scientific activities and other activities in sports, culture and entertainment and putting them under constituent monitoring.
- Assessing the various students' events and presenting recommendations in order to develop them.
- Encouraging students' initiatives and adopting them, and also implementing them with a cooperation with the deanship of students' affairs.
- Performing a constituent coordination with the deanship of students' affairs about everything related to students' activities.
- Reviewing all refereed documents from the college dean office to the committee to give opinions and necessary recommendations.

Membership

This committee is headed by one from the academic staff or who has a good experience of students' activities and always keep communicating with them.

- **The Committee of Cooperation Training and Community Engagement**

Committee tasks

The tasks of the committee are represented as the following:

- Introducing environmental and community needs which the college departments can offer for the society.
- Providing scientific, technical and training directions for the external entities in order to achieve the community engagement principles.
- Assessing academic staff participations through offering community services and measuring the beneficiary entities satisfaction from the community services which are offered by the university.
- Assessing the events in the college, such as open day and career day, and communicating with the alumni to ensure the strong relationship with them,

- those will be achieved by a coordination between the community engagement administration and alumni office in the university.
- Preparing a time-plan every academic year showing the cooperation training by working with the external entities.
 - Communicating with the external entities to achieve the plans of cooperation training and community engagement goals.
 - Assessing students' performance and training entities and intending to overcome any obstacles that might face the training process.
 - Reviewing all referred documents from the college dean in order to give opinions and necessary recommendations in this regard.

Membership

The faculty who is competent in training and community engagement heads this committee or who will be assigned instead of him/her. If this position is not available in the college, one from the outstanding academic staff is authorized to lead this committee.

- **The Committee of Budget and Equipment**

Committee tasks

The tasks of this committee are represented as the following:

- Studying college department's needs, laboratories and classrooms and giving the priority for the best investment of the budget in the college.
- Suggesting a mechanism to contribute to the budget and its allocations to all departments in the college with taking in consideration the number of students and available devices in the different laboratories in the college.
- Recommending to increase the allocation for some departments or reducing it according to the number of offered courses and the number of lab lessons and training needs.
- Assessing the budget that is offered by the university administration and measuring the scope of compatibility with the academic plans requirements and providing the assessment results to the committee of development and quality assurance once the college self-study is done.
- Reviewing the referred documents from the dean's office to give opinion and necessary recommendation in this regard.

Membership

This committee is headed by one of the academic staff who has knowledge of budget terms (as possible). The other members should be representing the department in the college.

3.2.3. Department level

3.2.3.1. Department council

The department council is accountable for day to day course monitoring and program level monitoring including the study plans and curriculum. The council also recommends the appointing of faculty members and their assistants as well as study the research projects and encourage the faculty to conduct researches. The council also may form standing or temporary committees from its members.

3.2.3.2. Department committees

- **Program- committee of development and quality assurance**

The committee of development and quality assurance of program is considered the main element to assure that the program is delivered with the highest academic standards. The committee submits its reports to the department council and then to the committee of development and quality assurance of the college, which in turn, sends its recommendations to the college council for approval.

Committee task

- Approve and review the strategies of teaching and learning and assessment methods.
- Conducting the periodic review of the study plan of the program.
- Studying the feedback from students and approving actions to address the issues raised to develop the program and student learning experience.
- Validating that the program follows the quality criteria approved by the national and international standards.
- Prepare an annual monitoring report for the program including the program report, course report and field experience report.
- Develop the self-study evaluation report of the program for the periodic review.
- Recommending the changes and amendments to the program and its courses taking into consideration the review results and the assessment of the reports on the courses and the field experience.

Membership

The committee will include the Head of Department as the chair or a faculty member nominated by the Head of department in addition to no less than four faculty members who have experience in quality assurance. One selected student is to be added to the committee.

The committees will meet at least three times during the semester. The chair of the committee can invite non-members to attend some meetings in order to provide professional information to enlighten the discussion.

- **Program- curriculum committee**

Committee task

- Developing the curriculum of the department's programs and updating them periodically to be in line with the requirements of the university and the academic development and the requirements of the labor market, and in accordance with the standards of academic accreditation
- Studying the suggestions of faculty members to improve or modify the curriculum
- Setting the standards and models necessary to ensure the application of the study plan and curriculum and its outcomes after adoption
- Prepare a report on the consistency of the academic programs in the department with the Saudi qualifications framework

Membership

The curriculum committee is headed by one of the academic staff who has knowledge of developing the curriculum and study plans (as possible).

In additions to the above two committees, a department chair can formulated other committees as needed.

3.2.4. Student Engagement

University students can contribute to the quality assurance of teaching and learning in many ways. The quality committee of each program should include one student. The students' feedback is utilized as a tool of the continuous monitoring to develop the curriculum and the whole learning experience at the university. Students also participate in the discussion during the periodic reviews meetings with the review team.

3.2.5. Integrity, Transparency and Ethics

In adherence to the National identity and its solid values, KFU works in a framework of integrity, transparency, equality and fairness. The KFU contributes to and promotes high ethical standards in the administration of its activities and in its relations with all stakeholders (its academic and administrate leadership, current students, potential students, staff, academic faculty, external organizations and public).

Code of Ethics and Professional Conduct

The Code of Ethics and Professional Conduct of KFU is a **published agreement** that includes a set of ethical principles, professional standards and

duties that are agreed upon by all parties of the university. The content of this Code is based on the regulations, systems and public morals in Saudi Arabia. All KFU parties have pledged to adhere this Code in all honesty, honour and integrity and work to transform it into practical practices to contribute to the advancement of the academic and administrative system and ethical performance at the University.

4. Strategic Planning

KFU's strategic plan is a reference document that defines the work frameworks, processes and priorities of academic and administrative units by translating the University's vision and mission into a set of clear strategic and developmental objectives. The strategic plan is developed with the participation of a wide range of parties and partners and is formulated in line with the national development requirements of the higher education sector and other national and international trends.

The strategic planning policy creates the standards for the development of strategic plan and strategic goals for the KFU, which will ensure the advance of KFU, both internally and externally. These standards are grounded on similar practices at other universities, and striving to ensure that the KFU is in compliance with the requirements of accreditation agencies.

4.1. The Responsible Units

The preparation of strategic plans at the university level is not enough if not followed by a strategic planning process at the level of vice-presidencies, colleges, deanships and centres and all units of the university so as to enable the university to achieve its goals and achieve the desired performance. In order for KFU units to play their proper role, they must prepare their strategic plans in line with the strategic plan of the University.

The following units participate in the strategic planning:

Unit	Responsibilities
The committee of strategic planning and decision support at colleges and other university units	<ul style="list-style-type: none"> - Preparing the colleges/unit strategic plan - Preparing the operational plan of the colleges/units
strategic planning department	<ul style="list-style-type: none"> - Contributing to the formation of the university identity. - Contributing to the identification of strategic priorities of the university. - Disseminating the culture of strategic planning at the university level. - Working with the different sectors and units of the university to prepare its strategic plans. - Ensuring the implementation of the strategic plans of the university and its various sectors as planned. - Measuring the overall institutional performance of the university in its various sectors and applying the necessary corrective actions.
Executive committee for preparing the strategic plan	<ul style="list-style-type: none"> - Executive supervision of the preparation of KFU strategic plan - Dividing the committee to many teams responsible for environmental analysis, benchmarking and strategic choices - Submitting the necessary reports to the Supreme Committee of the Strategic Plan
The higher committee of the strategic plan	<ul style="list-style-type: none"> - Monitoring and evaluating the executing of the strategic plan

4.2. Policies of the University Strategic Planning

4.2.1. Strategic Planning Timeline

The timeframe for developing the strategic plans is five years. The change in the timeframe, if necessary, is based on the variables that necessitate a change in that duration of applying the strategic plan. This change in timeframe is to be identified by a decision of the person in charge.

4.2.2. References of the Strategic Planning

The strategic plan should consider the aspects of the internal and external environment, such as:

- Future Plan of Higher Education in KSA (Afaq)
- Saudi Vision 2030
- Requirements of the higher education sector

- Self-study reports
- Previous strategic plans
- Benchmarks strategic plans
- Standards of accreditation agencies
- External environmental factors in the Eastern Province

The Committee is expected to come out with Strategic Plan that is in line with the requirements of accreditation agencies in terms of that:

- The university's mission defines the purpose of its existence; is consistent with its nature, the needs of the community, and the national trends; and is periodically reviewed.
- The university 's goals are linked to its mission, clear and realistic.
- The university's mission and goals are widely publicized.
- The university's mission guides all of the institution's operations (e.g. planning, decision-making, resource allocation, academic program development).
- The university has values that guide the work and the behavior of its employees.
- The university has a clear, ambitious and publicized vision.
- The university's strategic plan that is consistent with its vision and be in line with national developmental plans and programs.
- The university's strategic plan includes clear strategic objectives, linked to specific performance indicators to measure the extent of their achievement based on targeted performance benchmarks.
- The university's strategic plan includes an estimation of potential risks and mechanisms to deal with them.

4.2.3. Participation in the Preparation of the Strategic Plan

The critical importance of the strategic plan requires the contribution of many parties to it. The committee preparing the strategic plan of the university, vice-presidencies, colleges, deanships and centres should involve all concerned parties such as faculty, staff, students, management and external stakeholders like labour market and various partners.

4.2.4. The Stages of Strategic Planning

The stages of the strategic planning process vary depending on the approaches on which strategic thinking is built.

For the university and its units, they can adopt any strategic approach as this approach includes the most important strategic stages agreed upon. In general, the strategic planning process takes place at the following stages that mentioned in the [Strategic Plan Preparation Model](#) issued by the KFU Strategic Planning Department:

- Environmental analysis (environment of vice-presidencies, colleges, deanships and centers) that includes internal and external environment, SWOT analysis and benchmarking

- University identity (Vision, Mission, Values)
- Identifying strategic options
- Identifying strategic goals
- Identifying strategic objectives
- Initiatives and projects

4.2.5. Approval of the strategic plan

The strategic planning policy entails that the University Council approves the strategic plan and strategic goals that will cover a period of not less than three years from the date of approving the plan by the University Council of KFU.

4.2.6. Operational Plan

To enhance the strategic planning efforts, the operational planning is needed. The university and its units' strategic plans are followed by a dynamic and measurable operational plans. Operational plans should identify the executive activities for achieving the initiatives and projects where each goal/objective is associated with a number of strategies, measurable outcomes, assigned responsibilities, and a set of key performance indicators.

4.2.7. Announcement of the Strategic Plan

The university and its units need to announce and launch their strategic and operational plans and distribute them to related parties in both languages, Arabic and English.

4.2.8. Monitoring and Evaluation of the Strategic and Operational Plans

Following up and monitoring the implementation of the initiatives and projects is required. Yearly reports need to be prepared to evaluate and monitor the level of achievement. The main purpose of the operational plan report is to measure the progress made by the University and its units in achieving its own goals and objectives. The public should be informed about this report in order to fulfil the University's accountability towards its academic community and all other parties. All stakeholder should participate in the process of monitoring and evaluation.

4.3. Quality Assurance

To ensure the quality of strategic planning, the following key performance indicators are defined:

- NCAAA KPI-I-01 : Percentage of achieved indicators of the institution strategic plan objectives; Percentage of performance indicators of the strategic plan objectives of the institution that achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year
- Stakeholder evaluation ratings of the Mission Statement and Objectives (Average rating on how well the mission is known or the proportion of policy

decisions that refer to the mission among criteria for the decision made the on a five-point scale).

5. Teaching and Learning

5.1. Developing New Academic Programs

All programs at KFU provide a coordinated package of learning experiences within which all components contribute to the students learning. A program includes all of the courses a student is required to take in order to qualify for a designated award. It is not simply a collection of separate courses taught in isolation from each other. Each course should complement and reinforce what is taught in others by accurate mapping of all the program-learning outcomes to the courses offered. All programs need to be prepared clearly reflecting the goals and learning outcomes. This means that each course must be planned as part of the total program package and delivered as approved.

Program planning is important in ensuring the range of programs offered by the University matches its strategic plans and the needs of the Kingdom. Program design, development and approval are important for setting programs at an appropriate academic standard. Explicit consideration should be given to relevant external reference points and benchmarks, demonstrating comparison of standards with nationally and internationally

accepted institutions and organizations. Adaptation of any international standards needs to respect the NCAAA's Standards for Quality Assurance and Accreditation of Higher Education Programs, the Saudi Arabia Qualification Framework (SAQF) and any relevant national and international professional bodies such as societies, commissions, committees, etc.

A program may have an early exit point, for example it may be possible for students to complete two years of study and gain a diploma rather than continue for several more years to gain a bachelor degree. If this is possible then the diploma should be planned so that it provides a complete and useful qualification in its own right. It is not acceptable for such an award to be granted simply because students fail or drop out after the early parts of a longer program. This means that the middle award should be planned in advance with its full content and pathway either for the student who elects to study the diploma route from the outset or for a student who experiences difficulty during the course of the original program.

5.1.1. The Responsible Units

Different KFU units at different levels are involved in the process of developing new programs

Unit	Responsibilities
Program Curriculum Committee	<ul style="list-style-type: none"> Proposing the new program Developing the program curriculum Preparing the Program templates (Program specifications and course Specifications)
Program committee for development and quality assurance	<ul style="list-style-type: none"> Ensuring that the program is developed according to national and international standards
Department Council	<ul style="list-style-type: none"> Following the progress in developing the program Approving the program
College curriculum committee	<ul style="list-style-type: none"> Reviewing the proposed program to ensure consistency of the program with national and international practices
College Quality and accreditation committee	<ul style="list-style-type: none"> Reviewing the proposed program to ensure the consistency of program with quality and accreditation standards
College Council	<ul style="list-style-type: none"> Approving the proposed program
Standing committee for Curriculum and study systems	<ul style="list-style-type: none"> Approving the initial program proposal. Recommendation for approving the proposed program.

University council	• Approving the proposed program
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5.1.2. Procedures

The process of developing new programs includes three stages

1. Planning and initial approval stage
2. Developing program contents stage
3. Final program approval stage.

5.1.2.1. Planning and Initial Approval Stage

Before starting developing a new program. The college must get an initial approval from standing committee for curriculum and study systems. To get the initial approval, the following steps must be followed:

- i. The concerned department council propose the new program showing that there is a need in the market for the graduates of the proposed program and the proposed program is consistent with the university strategic goals and objectives. The following form must be filled:

Form-A	
A Initial Proposal for a New Program	
<i>[This form will be used for just the initial approval of the program as a step prior to the full detailed program development]</i>	
• Program Information	
Proposed Program Title	
Proposed Program Acronym	
Proposing College(s)/ Departments	
Other Colleges contributing to program	
Identify any linked current Program(s)	
SAQF Level	
Proposed date of starting the program	
Duration of the program Number	

(Number of semesters)	of					
<ul style="list-style-type: none"> Rationale for proposal <table border="1"> <tr> <td>Provide rationale for proposal, indicate the strategic fit, the market analysis, the community socio-demographic pattern and its needs, identify any planned progression routes and any unique characteristic that specifies the program</td> </tr> <tr> <td>[expand this box as required]</td> </tr> </table> Identified Resources <table border="1"> <tr> <td>Indicate the resource requirements (physical and human) required to start delivering the program</td> </tr> <tr> <td>[expand this box as required]</td> </tr> </table> 			Provide rationale for proposal, indicate the strategic fit, the market analysis, the community socio-demographic pattern and its needs, identify any planned progression routes and any unique characteristic that specifies the program	[expand this box as required]	Indicate the resource requirements (physical and human) required to start delivering the program	[expand this box as required]
Provide rationale for proposal, indicate the strategic fit, the market analysis, the community socio-demographic pattern and its needs, identify any planned progression routes and any unique characteristic that specifies the program						
[expand this box as required]						
Indicate the resource requirements (physical and human) required to start delivering the program						
[expand this box as required]						

- ii. After receiving the initial proposal from the department, the college council discusses it. The college council may approve or reject it. If the college council reject the initial proposal, it must provide the department with its justifications. If the college council approves the initial proposal, the dean forwards it to vice president for academic affairs to get the approval from the Standing Committee for Curriculum and Study Systems (SCCSS). The following documents must be sent to vice president for academic affairs:
 - a. Copy of department council meeting minutes
 - b. Copy of college council meeting minutes which is approved by the university president.
 - c. Form-A.
- iii. After receiving the initial proposal from the college, the vice president for academic affairs forwards the proposal to Standing Committee for Curriculum and Study Systems (SCCSS). The SCCSS study the initial proposal taking into account the university strategic plan, the market needs for the graduates of the proposed program, and the availability of the resources needed to implement the program. Accordingly, the SCCSS may approve the initial proposal, reject it, or ask for further information from the college. The vice president for academic affairs notifies the college with the SCCSS decision after approving the SCCSS meeting minutes by the president. If the initial proposal is approved by the SCCSS, the vice president for academic affairs will ask the college to send a detailed plan to develop the program.
- iv. After receiving the initial approval from SCCSS, the department develop a detailed plan with milestones and deadline for each milestone, each milestone includes different activities with responsibility of each activity. The form of the plan is :

Form-B
A plan to develop a new program

College		
Department		
Program Name		
Expected Date to complete designing the Program		
Activity	Responsibility	Due Date
Milestone-1		
<i>Step-1</i>		
<i>Step-2</i>		
<i>Step-3</i>		
...		
Milestone-2		
<i>Step-1</i>		
<i>Step-2</i>		
<i>Step-3</i>		
...		
Milestone-2		
<i>Step-1</i>		
<i>Step-2</i>		
<i>Step-3</i>		
...		

- v. The college forwards the proposed plan to vice president for academic affairs. The vice presidency office for academic affairs is responsible for following up the execution of the plan.

5.1.2.2. Developing Program Contents stage

The department curriculum committee in the department is responsible for developing the new program. All faculty members in the department must participate in developing the program. During developing the curriculum, the department curriculum committee must continuously consult both the college curriculum committee and the college quality and accreditation committee.

References:

The following references must be considered in developing the new program:

- [Saudi Arabian Qualification Framework \(SAQF\)](#)
- [National Centre for Assessment and Academic Accreditation \(NCAAA\) requirements.](#)
- The university guideline to develop new programs. The guideline can be accessed by clicking [here.](#)
- International and national professional commissions.
- International accreditation standards.

Steps to develop new program:

- Study the market needs in details: professions needed, knowledge and skills needed.
- Defining the program name.
- Defining the program SAQF level (7: Bachelor, 8 : higher Diploma, 9: Master, 10: PhD).
- Defining the admission requirements
- Defining the program mission.
- Defining the program goals.
- Defining the program's graduate attributes:
- Defining Program learning Outcomes. Guidelines for validation of program learning outcomes can be accessed by clicking [here.](#)

Developing the program curriculum

- Identifying the courses required to achieve the program learning outcomes.
- Identifying the program code and courses codes. The deanship of admissions and registrations must be asked to get the program code.
- Distribute courses into :
 - Institution Requirements
 - College Requirements
 - Program Requirements
 - Capstone Course/Project
 - Field Experience/ Internship (if exist).
- Developing Courses learning outcomes.
- Ensuring achieving of program learning outcomes by
 - Developing course-learning outcomes – program-learning outcomes mapping matrix.
 - Developing course-program learning outcome mapping matrix.
- Developing the study plan (distribution courses into levels)
- Preparing the program specifications (NCAAA Templates).
- Preparing the courses specifications (NCAAA Templates).
- Preparing the field experience specifications (NCAAA Templates) (if exist).

- Benchmarking the curriculum with international and national similar curriculum.
- Reviewing the program by external academic reviewer.
- Reviewing the curriculum by external industrial reviewer.

Consistency with Saudi Arabian Qualification Framework (SAQF)

The proposed program must be consistent with SAQF qualification registration standards.

- **Credit hours:** the credit hours of the proposed program must be consistent with the requirements of SAQF.

Level : Qualifications name	Credit hours
5: Associate Diploma	Not less than 30
6: Diploma	Not less than 60
7: Bachelor	Not less than 120
8: Higher Diploma	Greater than 18 and Less than 30
9: Master	24 + 6 CR thesis or 42 CR (courses only)
10: PhD	12 or 30 + dissertation thesis

1 credit hour is equivalent to

- One theoretical contact hour per a week for 15 weeks /semester
or
 - Two-three lab/internship contact hours per a week for 15 weeks /semester or
- **Stakeholders' Involvement**
The qualifications design and review is done by associating and consulting stakeholders (Employer, Alumni, Faculty, and Students) and experts in the field. The stakeholders must be involved in all aspects of the program design such as defining mission, goals, attributes, and program learning outcomes.
 - **Qualification Purpose**
The program has specific objectives explaining the actual need and motives behind designing and offering the qualification
 - **Qualification Title**
Appropriate qualification titles are used and they clearly determines the specialization of the qualification
 - **Qualification Components**
The components of the qualification includes learning outcomes and credit hours.
 - **Learning outcomes**
The learning outcome must be consistent with the SAQF description of the learning outcomes at the specific level.

- **Assessment of Learning Outcomes**
Assessments to be transparent and measurable in order to ascertain the fulfillment of learning outcomes.

5.1.2.3. Final Program Approval

Before starting execution of the program, it must be approved by different units at different levels.

- **The department council:** after completing the proposed program, it must be discussed in the department council. The department council sends the proposal to College curriculum committee and College Quality and accreditation committee for revision and getting their comments about the proposal
- **The college curriculum committee:** review the proposed program to ensure its consistency with national international academic standards in the related discipline. The committee sends its feedback and comments to the department.
- **The College Quality and accreditation committee:** review the proposed program to ensure its consistency with national and international accreditation standards. The committee checks that all accreditation templates such as program and courses specifications are complete. The committee sends its feedback and comments to the department.
- **Department Curriculum Committee:** Discusses comments received from the college curriculum committee and the college Quality and accreditation committee and revises the proposed program accordingly
- **The department council:** it approves the revised version of the proposed program. It sends the proposal to the college council for discussion and approval. The approval of the proposed program is taken by voting. The program is approved if the majority of department council agree about it.
- **The College council:** the college council discusses the proposed program and approves it. The college council may ask for some modifications in the proposed program. The approval of the proposed program is taken by voting. The program is approved if the majority of college council agree about it. After approving the proposal, the college sends it to the vice president for academic affairs. The college sends the following items:
 - A letter from the college dean to the vice president of academic affairs asking for the approval of the proposed program.
 - Report that describe the proposed program
 1. Introduction about college : vision, mission, goals, departments
 2. Introduction about the department.
 3. Program Development methodology

4. Study of the market needs
 5. Program name
 6. Program mission
 7. Program goals
 8. Graduate attributes
 9. Program learning outcomes
 10. Admission requirements
 11. **Instruction language**
 12. Benchmarking with national and international similar programs
 13. External revision of the proposed program
 - Comments of the external academic reviewer and the responses of the department curriculum committee.
 - Comments of the external industrial reviewer and the responses of the department curriculum committee.
 14. The resources (Faculty, classrooms, and labs) needed to execute the program and its availability in the college.
 15. Table explains distribution of courses and credit hours.
 - Institution Requirements
 - Core
 - Elective
 - College Requirements
 - Core
 - Elective
 - Program Requirements
 - Core
 - Elective
 16. Flowchart shows courses and their pre-requisites
 - Program specifications (NCAAA-Templates)
 - Courses specifications (NCAAA-Templates)
 - Field experience specifications (NCAAA-Templates) (if applicable)
 - Copy of the minutes of the department council meeting.
 - Copy of the minutes of the college council meeting with the president approval.
- **Standing committee for Curriculum and study systems (SCSS):** the vice president for academic affairs forwards the proposal to standing committee for Curriculum and study systems for discussions and approval (**SCSS**). The SCSS discuss the proposal taking into account the Saudi Arabian Qualification framework (SAQF) , NCAAA standards, The university guideline to develop new programs, International and national professional commissions requirements, and International accreditation standards. Moreover, the external reviewers'

comments and the department's responses are studied. The committee may ask a representative of the college to attend the meeting. The committee can ask for modifications. The approval of the proposed program is taken by voting. The program is approved if the majority of committee members agree about it. If the proposal is approved, the vice president for academic affairs ask the university council to approve it.

- **University Council:** it discusses the proposal and the SCCSS recommendation and takes the action accordingly.

5.1.3. Quality Assurance

To ensure the quality of Developing new programs process, the following Key performance indicators are defined:

- Number of new programs approved.
- Number of programs modified

5.2. Academic Program Executions

After approving the new program by university council. The program starts admissions of students. The program must be executed exactly as it is approved.

5.2.1. The Responsible Units

The following units are responsible for execution the program.

- Deanship of admission and registrations
- Vice dean of academic affairs
- Program coordinator
- Courses coordinators.
- Program Advisory committee

5.2.2. Duties of Deanship of Admission and Registrations

The Deanship of admission and registrations is responsible for the following:

- Managing the process of the admission of students
- Ensuring that the courses codes are defined appropriately.
- Managing the students' registrations in the program.
- Managing the registrations of courses.
- Publishing the annual academic calendar which include all related important dates and deadlines such as dates for courses registrations, deadlines for withdrawing from courses.

5.2.3. Duties of Vice Dean of Academic Affairs

- Developing the courses schedules each semester
- Supporting students during courses registrations
- Developing the final exam schedules.
- Supervising the conducting of final exams.

5.2.4. Duties of the Program Coordinator

The execution of academic programs is fully supervised by the program coordinator. The program coordinator can be the department chair or any senior faculty member who has good academic experience. The program coordinator is responsible for the following:

- Proposing the courses and sections to be delivered in each semester.
- Proposing the course coordinators for different courses.
- Following-up the submission of courses reports.
- Supervising the preparation of annual program report.
- Supervising the implementation of the program assessment plan.
- Developing the improvement plans according to findings of program assessment plan.
- Supervising the implementation of improvements plans.

5.2.5. Duties of the Courses Coordinators

Course Coordinator: a course coordinator for each course is proposed by the department chair and approved by department council. The course coordinator is the official source of information and documents related to the course. The course coordinator may teach the course or a senior faculty member who has strong experience in the course who only coordinate the course. The responsibilities of course coordinator:

- Develop and update the Course Specification using the NCAAA.
- For Multi-instructor courses, the course coordinator coordinates among all the instructors about their coverage of the course and help them prepare a syllabus for the entire course together.
- Approve the quiz, mid-term, final, lab topics and project for the course.
- Prepares the Combined Course Report based on individual reports submitted by course instructors.

5.2.6. Duties of Program Advisory Committee

Every academic department at the University which offers at least one academic program should have an Advisory Committee that contributes to the improvement of quality of outcomes related to education, research and service processes. The main objectives of the Advisory Committee are as follows:

- Contribute to the development of the department's strategy and provide support for it to achieve the programs and college's mission and goals.
- Promote the academic programs in the government and private sectors.
- Provide opportunities for the graduates of the program to develop their scientific and leadership abilities.

- Activate the role of the department in community engagement, and strengthen the partnership with government and private sectors in terms of scientific research and collaborative training.

The expected tasks from the Advisory Committee are as follows:

- Provide technical advice to the decision makers at the department that will in turn contribute to the improvement of the quality of the outcomes related to education, research and service processes.
- Ensure the program outcomes in terms of graduates, research and services are aligned with government and private sector requirements, and beneficial to people, society and environment.
- Ensure the program study plans at the department contain sufficient and complete sources that would provide students with knowledge, skills, and good manners, which in turn would ensure the achievement of academic accreditation.
- Evaluate academic programs proposed by the department and provide advice and opinion to upgrade, improve and adapt them to meet the changing labor market needs.
- Evaluate the procedures and methods adopted for teaching and research in the programs, and consider the extent of compliance with the capabilities and skills required for the labor market.
- Propose new academic programs or suggest discontinuation of current programs to ensure that the department caters to the labor market needs.
- Provide information regularly related to the opportunities and challenges facing government and private sectors, and modern trends in the field of information systems.
- Provide the department with technical advice and opinion regarding all that would develop and deploy its mission to achieve its objectives and ultimately to achieve the mission of the University.

More details about the advisory committees can be found in [the organizing rules of the advisory committees of the university](#)

5.2.7. Examinations and students assessments

[Regulations of study and tests for undergraduate and executive rules organized at King Faisal University](#) must be followed in doing students assessments and examinations.

Moreover, guidelines for student achievement verification system can be accessed by clicking [here](#).

Guidelines for Moderation of students' assessments can be accessed by clicking [here](#).

5.3. Monitoring the Quality of Academic Programs.

To ensure the quality of academic program, the academic programs must be assessed. The program can be assessed at course level or program level. The results of the program assessments must be analyzed. The findings of the analysis of the results of the program assessments must be used to improve the execution of the program as well as to make the major revision of the program every 5 years.

5.3.1. The Responsible Units

The following units participates in the program quality assurance:

Unit	Responsibilities
Faculty members	<ul style="list-style-type: none"> Assessments of course and program learning outcomes
Department Curriculum and Quality Committee	<ul style="list-style-type: none"> Supervising the implementation of the program assessment plan Analysing the results of the program assessments
Department Council	<ul style="list-style-type: none"> Discussing and approving the improvement actions
Program coordinator	<ul style="list-style-type: none"> Program Assessment leader
College Quality and accreditation committee	<ul style="list-style-type: none"> Developing the program Assessment plan Following-up the implementation of the program assessment plan.
Program Advisory Committee	<ul style="list-style-type: none"> Evaluate academic programs proposed by the department and provide advice and opinion to upgrade, improve and adapt them to meet the changing labor market needs.
College Council	<ul style="list-style-type: none"> Approving the proposed improvement actions.

5.3.2. Program Assessments

A well-defined assessment process must be developed for each program; the core of the assessment process is the assessment plan, types of assessment methods, assessment results analysis, and assessment tools.

5.3.2.1. Program Assessments Plan

Program Assessments Plan shows all assessments activities that will be implemented within 3 years, the timeline of conducting each activity, and the responsibility of each activity. An example of a program assessment plan is Shown in Figure 5.1

Assessment Activity	20xx/20xx		20xx/20xx		20xx/20xx		
	Sem.1	Sem. 2	Sem.1	Sem. 2	Sem.1	Sem. 2	
PLO assessment*							
K1	x				x	
K2	x				x	
K3	x				x	
S1		x				x
S1		x				x	
S3			x				
C1			x				
C2				x			
C3				x			
Course Evaluation survey	X	X	X	X	X	X	
Program Evaluation survey	X	X	X	X	X	X	
Student Experience Survey	X	X	X	X	X	X	
Employer survey	X				X		
Alumni Survey	X				X		
KPIs calculations and analysis		x		x		x	

*It depends on number of Program Learning Outcomes (PLOs)

** add rows as many as needed.

Figure 5.1 :Example of Program Assessments Plan

5.3.2.2. Assessment Methods

Assessment methods are classified into direct and indirect methods.

The direct assessment methods: these are assessments methods in which students' works in courses, field experience/internship are used. Examples of direct assessment methods:

- Exams in different courses
- Projects
- Presentations
- Group discussions
- Reports
- Onsite field experience/internship supervisor evaluation.
- Exit exams
- Professional exams.

The assessments of learning program outcomes must use direct assessments methods.

The indirect assessment methods: these are assessments methods in which stakeholders' feedback about the program. Examples of indirect assessment methods:

- Course evaluation survey using NCAAA template.
- Program experience survey using NCAAA template.

- Program evaluation surveys using NCAAA template.
- Alumni survey
- Employer survey.
- Courses' instructors' feedback.

5.3.2.3. Students Learning Outcomes Assessments:

Student outcomes are defined as the knowledge, skills, and competencies that the students must know and able to do after completing a learning activity such as: lecture, course, or program. The students' outcomes are defined at course level and program level: course learning outcomes and program learning outcomes.

Different accreditation standards have different requirements regarding the assessment of students' outcomes. For example, the National Center for Academic Accreditation and Assessment (NCAAA) requires the assessment of both course outcomes for all courses and program outcomes. There are different levels of assessments

- **Classroom assessment** – assessment of individual students at the course level typically by the class instructor. Tests and assignments, summarized into a grade are used. Each instructor is required to do classroom assessment as it is needed to give the students his grade in the course.
- **Course assessment** – assessment of a specific course. Exams and assignments are used with item scores aggregated across students. The students' scores for each outcome is aggregated to assess each course outcome.
- **Program assessment** – assessment of academic and support programs. The results of assessment of outcomes of capstone and other key courses are aggregated across students to assess the program learning outcomes.
- **Institutional assessment** – assessment of campus-wide characteristics and issues.

Student learning outcomes are evaluated directly where the student works in a specific assessment tasks such as exams, projects, homework, lab can be used. Assessments of the course outcomes can be utilized for both evaluating the course outcomes and evaluating the achievement of program learning outcomes. The results of different courses outcomes can be aggregated to assess the program outcomes.

A course outcome could be simple or compound. A simple outcome is an outcome that have a single and simple ability such as outcomes that starts with verbs such as: describe, define, list. On the other hand, the compound or complex outcome is an outcome that includes many abilities such as outcomes that start by verbs such as: design, analyze, implement, write, and present. Since the simple outcome includes one ability, it can be assessed directly using

student work according to the grades given to the students in the assessment task that measure the outcomes.

Since the compound outcomes include several abilities, the student work in a specific assessment task that is related to the outcome will include several abilities and skills. Therefore, it will be very difficult to assess the outcomes directly. It is recommended to use a standard tool such as Rubric to assess the outcome. Figure 5.2 shows the flowchart of course outcome assessments process.

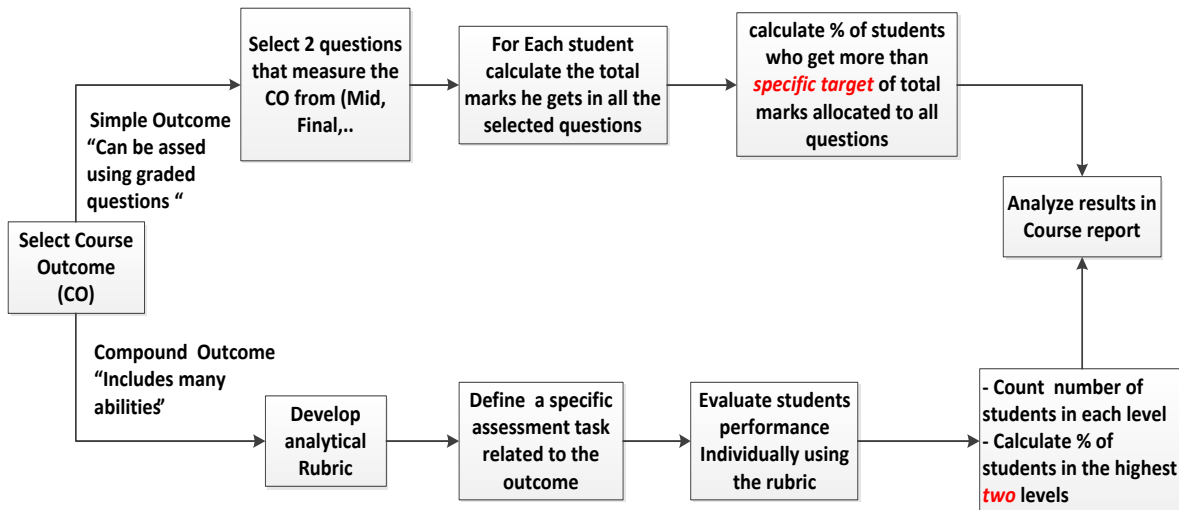


Figure 5.2: Flowchart for Course Outcome Assessments Process

Program outcomes can be assessed using the results of course outcomes assessment. Figure 5.3 shows flowchart for program outcome assessments process.

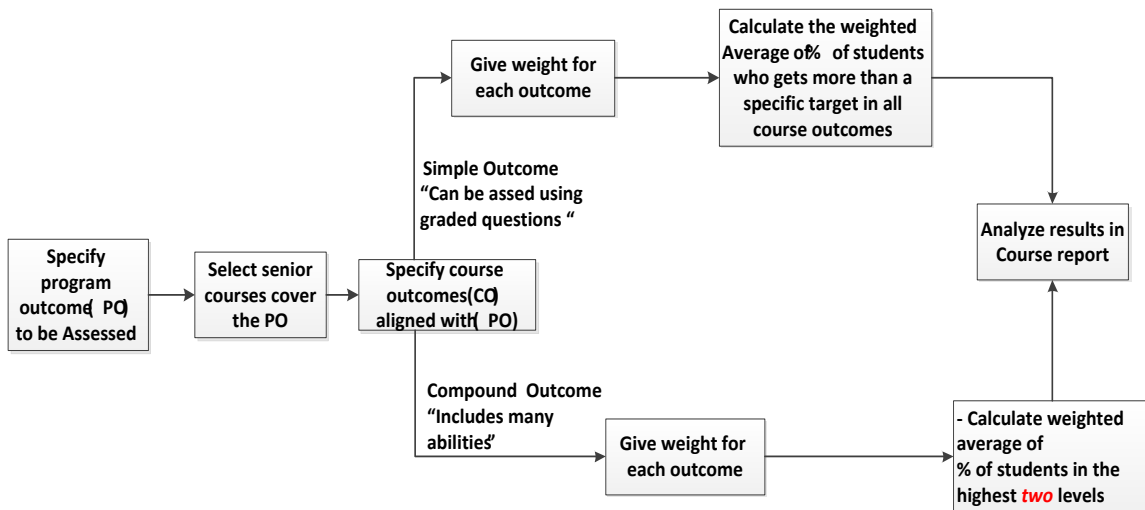


Figure 5.3: Flowchart for Program Outcome Assessments Process

Guidelines for Methods of Assessment of Learning Outcomes can be accessed from [here](#).

5.3.2.4. Program KPIs

For each program, a set of key performance indicators (KPIs) must be defined. KPIs are used to keep results of assessments results. NCAAA proposed a set of KPIs. To get the list of NCAAA KPIs click [here](#). All the KPIs proposed by the NCAAA must be used by the program. In addition, the program may define additional KPIs. Different means can be used to calculate the values of NCAAA KPIs. Some of the NCAAA KPIs can be extracted from NCAAA surveys. Other NCAAA KPIs such as Completion rate and First-year students' retention rate can be calculated based on students' statistics. Other KPIs such as Employers' evaluation of the program graduates proficiency can be calculated by developing an alumni survey. The following KIPs must be used to monitor the quality of academic programs.

- **NCAAA KPI-P-01:** Percentage of achieved indicators of the program operational plan objectives; Percentage of performance indicators of the operational plan objectives of the program that achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year
- **NCAAA KPI-P-02 :** Students' Evaluation of quality of learning experience in the program ; average of overall rating of final year students for the quality of learning experience in the program on a five-point scale in an annual survey
- **NCAAA KPI-P-03 :** Students' evaluation of the quality of the courses; average students overall rating for the quality of courses on a five-point scale in an annual survey.
- **NCAAA KPI-P-04 :** Completion rate ; proportion of undergraduate students who completed the program in minimum time in each cohort
- **NCAAA KPI-P-05 :** First-year students retention rate ; percentage of first-year undergraduate students who continue at the program the next year to the total number of first-year students in the same year
- **NCAAA KPI-P-06 :** Students' performance in the professional and/or national examinations; percentage of students or graduates who were successful in the professional and / or national examinations, or their score average and median (if any)
- **NCAAA KPI-P-07 :** Graduates' employability and enrolment in postgraduate programs ; Percentage of graduates from the program who within a year of graduation were:
 - a. employed
 - b. enrolled in postgraduate programs

during the first year of their graduation to the total number of graduates in the same year

- **NCAAA KPI-P-08:** Average number of students in the class; average number of students per class (in each teaching session/activity: lecture, small group, tutorial, laboratory or clinical session)
- **NCAAA KPI-P-09 :** Employers' evaluation of the program graduates proficiency, average of overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey.
- **NCAAA KPI-P-10:** Students' satisfaction with the offered services; Average of students' satisfaction rate with the various services offered by the program (restaurants, transportation, sports facilities, academic advising, ...) on a five-point scale in an annual survey.
- **NCAAA KPI-P-11:** Ratio of students to teaching staff; Ratio of the total number of students to the total number of full-time and full-time equivalent teaching staff in the program.
- **NCAAA KPI-P-12:** Percentage of teaching staff distribution; Percentage of teaching staff distribution based on:
 - a. Gender
 - b. Branches
 - c. Academic Ranking
- **NCAAA KPI-P-13:** Proportion of teaching staff leaving the program; Proportion of teaching staff leaving the program annually for reasons other than age retirement to the total number of teaching staff.
- **NCAAA KPI-P-14:** Percentage of publications of faculty members; Percentage of full-time faculty members who published at least one research during the year to total faculty members in the program.
- **NCAAA KPI-P-15:** Rate of published research per faculty member; The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).
- **NCAAA KPI-P-16:** Citations rate in refereed journals per faculty member; The average number of citations in refereed journals from published research per faculty member in the program (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published).
- **NCAAA KPI-P-17:** Satisfaction of beneficiaries with the learning resources; Average of beneficiaries' satisfaction rate with the adequacy and diversity of learning resources (references, journals, databases... etc.) on a five-point scale in an annual survey.
- Percentage of students who achieved each program learning outcome.

5.3.3. Peer review of teaching

To share experience of teaching between faculty members, University operates a peer review of teaching approach or teaching observation scheme. Each member of faculty will, on an annual basis, have at least one of their teaching sessions observed. The peers involved will provide feedback as a critical friend, and that feedback will be used as the basis for planning any further staff development. The concept behind the approach is outlined [Teaching Observation Policy](#). To support this approach, a teaching observation proforma is provided in [Teaching Observation Policy](#).

5.3.4. Analysis and Documentation of the results of Program Assessments

The results of the different program assessments activities must be analyzed. Improvement actions must be proposed according to the findings of the analysis of the program assessments results. The results of assessments, analysis of results, findings of the analysis, advisory committee recommendations, and the improvement actions must be documented in courses report and annual program report.

Course Report (CR): according to NCAAA standards, a course report must be developed for each course delivered in the academic year. A single course report for all sections must be developed. Usually, a course is delivered in the first semester or in the second semester according to the level of the course in program study plan. In some cases, the course is delivered in the two semesters. If the course is delivered in the two semesters, it is recommended to develop the course report in one semester only. If the course is located in the program study plan in the odd levels (levels: 1, 3, 5, 7), then a course report must be developed in the first semester. If the course is located in the program study plan in the even levels (levels: 2, 4, 6, 8), then a course report must be developed in the second semester.

The course report include detailed information about the course delivery in the semester: It includes, for example: analysis of the students' performance in different sections, the actual contact hours and topics covered, results and analysis of course learning outcomes assessments. Follow-up the implementation of the improvement actions that were proposed in the previous semester, and the new proposed improvement actions.

The course coordinator is responsible to prepare the course report with the assistance of all the course's instructors.

NCAAA course report template can be retrieved by clicking the [link](#).

Annual Program Report (APR): according to NCAAA standards, an annual program report for each program must be prepared at the end of each academic year. The APR includes detailed information about the delivery of the program in the academic year. APR includes for example, discussion of the

implementation of the previous action plan, analysis of the statistics about students' enrollments and graduation, analysis of program learning outcome assessments, summary of course reports, program activities and program evaluation.

The department quality committee is responsible for preparing the APR. NCAA annual program report template can be retrieved by clicking the [link](#).

5.3.5. Quality assurance

To monitor of the process of programs assessments, the following KPIs can be defined:

- Percentage of programs that define an assessment plan.
- Percentage of programs that starts implementing its assessment plan.
- Percentage of programs that completed at least one cycle of assessment plan.
- Percentage of faculty members who is peer reviewed.
- Percentage of courses in which exams moderation is implemented.

5.4. Periodic Programs Review.

To improve the quality of academic programs, the improvement action plans which are proposed in course reports and annual program report must be discussed and approved.

Courses reports workshops: At the end of each semester, a workshop to discuss all courses' reports is conducted in the department. The workshop is considered as a department meeting. All faculty member must attend it. Each course coordinator present his course reports. The proposed action plans to improve the course are discussed. The feedback of all department members about the proposed actions are discussed and documented. All proposed actions and department members' comments are discussed by the department quality and curriculum committee. A report about workshop which includes all proposed action plan is prepared by the department quality and curriculum committee. The reports include immediate actions that can be implemented immediately at the course level, and major actions that must be documented in the APR for implementation in the program major revision. The course specifications is updated according the immediate proposed actions, the new courses' specifications then will be forwarded to the department for discussion and approval. After, approving the new courses' specifications by the department council, they are forwarded to the college curriculum committee to ensure that changes in the courses is consistent with curriculum standards. Then the course specifications will be forwarded to the college quality committee to ensure that all specifications are updated according to quality and

accreditation standards. Figure 5.4 shows the flowchart for utilizing course report in improving the quality of the course.

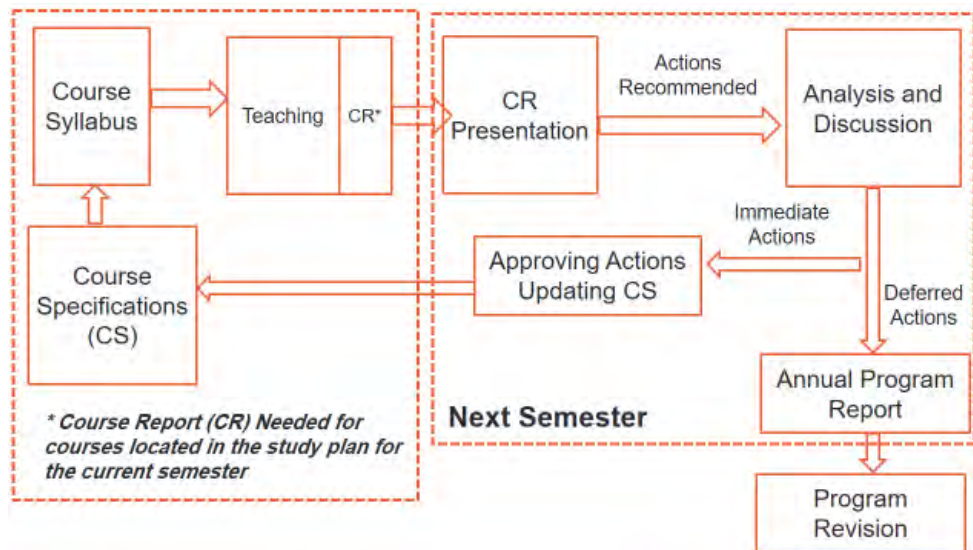


Figure 5.4: Flowchart for utilizing course report in improving the quality of the course

Implementation of APR action plan: at the beginning of each academic year, the APR of the previous year is discussed in the department council, the action plans that are related to major change in the curriculum is delayed for implementation in the major program revisions. The other action plans will be implemented under the supervision of the program coordinator.

5.4.1. Changes in the curriculum

Changes in the curriculum are classified into three categories

- **Category- 1** : includes major changes that require the approval of university council, it includes the approving of the following units
 1. Program curriculum committee
 2. Program Department
 3. College Curriculum committee with support of College Quality Assurance office
 4. College Council
 5. Standing committee for curriculum and study systems
 6. University Council.

List of Category-1 Changes:

- Program title and code

- Total credit hours needed for completion of the program including internships, clerkships, community studies, field studies, projects or researches.
 - Courses' contact hours (theory and lab components).
 - Major tracks/pathways
 - Intermediate Exit Points and Awards
 - Program Entry Requirements.
 - Program Mission Statement
 - Goals and Objectives
 - Program Learning Outcomes
 - Program Description (study plan) with all course codes, titles and weightage
 - Program Text Books.
 - Reference Manuals.
 - Location of Program.
- **Category- 2:** includes changes that require the approval of Standing committee for curriculum and study systems. it includes the approving of the following units
 1. Program curriculum committee
 2. Program Department
 3. College Curriculum committee with support of College Quality Assurance office
 4. College Council
 5. Standing committee for curriculum and study systems

List of Category-2 Changes:

- Program key performance indicators (KPI)
- Field experience
 - i. When it occurs (stage in the program)
 - ii. Time allocation and scheduling arrangements
 - iii. Number of credit hours
- Number of credit hours of Project or research
- Courses learning outcomes.
- Programming learning outcome-courses mapping matrix
- Completion of the program requirements
- Professional occupations of the graduates of the program
- Course title and code
- Number of Credit hours of the course.

- Pre-requisites for the course
 - Course components (Lab, Lecture , ..).
 - Language of instruction.
 - Program Evaluation improvement process.
 - Overall Program Evaluation
 - Student administration and support.
 - Assessment & verification of standards.
- **Category- 3:** includes changes that requires the approval of college council and notifying the Vice President office of academic affairs . it includes the approving of the following units
 1. Program curriculum committee
 2. Program Department
 3. College Curriculum committee with support of College Quality Assurance office
 4. College Council

List of Category-3 changes :

- Attendance and completion requirements.
- the main purpose for a course
- Course Description (Topics to be covered)
- Schedule of Assessment Tasks for Students during the Semester in the course. (Assessment tools of course and marks distribution).
- Electronic Materials
- Facilities Required
- Course Evaluation and Improvement Processes.

5.4.1.1. Approving major changes in the program curriculum

If the program improvement include major changes according to category-1, then the guidelines to develop program contents which is explained in section 5.1.2.2 must be followed. These changes must be approved by the university council up recommendation from standing committee of curriculum and stud systems as explained in section 3.

5.4.2. Quality assurance

To ensure the quality of program executions process, the following KPIs can be defined:

- Percentage of programs that did minor changes in the curriculum according to the findings of the program assessments.

- Percentage of programs that did major changes in the curriculum according to the findings of the program assessments.

5.5. Distance learning/off campus teaching/blended learning

5.5.1. Distance Education Programs

Programs offered through both on campus face-to-face delivery and through distance education that carry the same title are considered as the same program. Such programs are owned by the College where the program specialism is located, which designed and validated the provision and conducts the annual monitoring. For such a program to be accredited, the learning outcomes for the programs and students standards of achievement must be identical.

The approach to a program of self-study offered by distance education and by face-to-face delivery should be comparable to that for a program offered in different sections or locations. Evaluations should be carried out for both modes of delivery and with any significant differences in the extent to which standards are met made clear in a combined report.

5.5.2. Framework for distance delivery

The Deanship of Information Technology is a vital and important Deanship in the University, presenting its educational, research and administrative services to all University personnel. It is also granting number of electronic services for the students in cooperation with the other deanships and colleges. These services are the following:

5.5.2.1. Students and faculty members' Information system (Banner):

It covers all aspects that concern students in purpose of obtaining many of services by the Internet whether from the house or from the computer laboratories in the University.

Services that students can obtain by using the Banner system are:

- Registration.

- Omitting or adding records.
- Obtaining of registration notification.
- Obtaining final results.
- Printing study schedules.
- Modifying of personal data (address, phone numbers ... mail).
- Keeping in touch with the course teacher through e-mail.
- Following up with the rewards and education fees (Applied Studies College, students).

5.5.2.2. Distance Education

Distance Education is an academic system that uses modern techniques to solve difficulties which some colleges face. It can be achieved by employing international systems in the electronic and distance education. It depends mainly on the information and communication technology to provide the means for colleges to present student learning opportunities.

5.5.2.3. Electronic system for Education Management (Blackboard)

This system depends on information and communication technology. It is capable of presenting supportive and interactive teaching systems which provide direct interaction between students and their teachers. Staff are encouraged to expand necessary programs to prepare and develop electronic educational materials and developed systems which record lectures and make them available to the students so that they can view lectures on the internet at any time or place.

5.5.2.4. Electronic Smart Classrooms

Use of the interactive classrooms in teaching process is one of the main approaches to deliver lectures in many universities throughout the world. King Faisal University recently provided Smart Classrooms with along with modern teaching techniques which are required by the students and teacher. The techniques are:

- Smart Board.
- Audio and Video systems.
- Electronic system to show documents.
- Video Conference.

5.5.2.5. Electronic Library

The Deanship of Library Affairs offers the benefits of the qualitative increase in providing differing information through its electronic library across the Kingdom and Arab nations. It provides large electronic knowledge resources in different forms which aim to motivate the education process in improved and appropriate ways.

5.5.2.6. Computer Labs

Are used for academic improvement and reflects the University's strategy to provide all technical capabilities which help our students in their academic process. There are computer labs in all colleges linked with the University network and Internet, the Deanship of Information Technology plans to modernise computers from time to time.

5.5.2.7. The University Website

The University website is the main window for the King Faisal University and it supports all browsers for news and information about the University. It also provides services to all personnel and students. It is a main tool for the University and includes many dates which students access through an appropriate portal.

5.5.2.8. Wireless Networks

The Deanship of Information Technology operates a wide wireless network in the University buildings and connects with the main network directly for the purpose of providing University students and personnel with internet and e-mails services and other applications through laptops, LDE devices or cell phones.

5.5.2.9. Electronic mail

Is a service presented by the Deanship of Information Technology to all University personnel and students in order to maintain contact and exchange information.

5.5.2.10. SMS service

The SMS system is administrated by the Deanship of Information Technology; this service helps to strengthen the connection between faculty members and students. It broadcasts important news such as registration date, awards and University activities such lectures, seminars and other activities.

5.5.2.11. KFU forum for students (boys and girls)

The University website contains of a special forum for students. This forum is an important linkage among administrators, students and faculty members which aims to listen to students' differing points of views about issues that could be useful in developing the University. Each of the courses offered (approximately 400 currently) have their own forum area.

5.5.2.12. University page on Facebook

The University considers Facebook as a significant linkage between University administration, students and faculty members. It enable the University to listen to students' point of views and receive their suggestions and notes issues that concerns the University's services which are made available to students.

6. Students

6.1. Students Admissions

The design and approval of all programs at King Faisal University (KFU) includes careful setting of the entry requirements for each program. In setting those entry requirements, the University is mindful that every student will have a reasonable expectation of achieving all the intended learning outcomes of the program. The learning, teaching and assessment approach for each program will be designed to build on the achievements of students admitted to the course with the entry requirements set. Hence the admissions criteria will set the minimum academic achievements or background understanding that needs to be demonstrated before an offer of admission to the program of study is made.

6.1.1. The Responsible Units

The following units participate in the students' admission process

Unit	Responsibilities
The university council	Approving the number of students to be admitted each year in each college
The college council	Specifying the number of students to be admitted each year Specifying the admission requirements
The department council	Specifying the program admission requirements (if any)
Admission department in the deanship of admissions and registrations	Managing the admission process Ensuring that equal opportunity policies are secured. Ensuring that transfer of any credits previously gained are managed appropriately.
Deanship of information technology	Implement and manage the information technology systems related to admission and registrations

6.1.2. Students Admissions Requirements

6.1.2.1. General Admission requirements

The following general requirements have been stipulated for the admission of the new student:-

- Must obtain a secondary school certificate or equivalent from inside or outside the Kingdom of Saudi Arabia. Equivalence of qualifications other than a KSA secondary school certificate will be determined by the admissions department in the deanship of admissions and registrations.
- Must complete the General Aptitude Test (GAT) score which conducted and administered by the National Centre for Assessment (Qiyas).
- Must complete the Scholastic Achievement Admission Test which conducted and administered by the National Centre for Assessment (Qiyas).
- Weighted Average Score of the high school grade, General Aptitude Test, and the Scholastic Achievement Admission Test is above the cut-off point decided by the University for Admission.
- The secondary school certificate should not be more than five years old and the University Council may give exemption from this term if there are good reasons.
- Should be with good conduct and behaviour
- Should successfully pass the interview conducted on behalf of the University Council.
- Should be medically fit
- Should obtain approval from his employer allowing him to study if he is working at private or public sector.
- Should fulfil any other terms fixed by the University Council announced at the time of application.

6.1.2.2. Special Admission requirements.

Many colleges have introduced preparatory or foundation year programs to ensure that students have the knowledge and skills to succeed in their higher education studies. These colleges may define a set of requirements for admission in the college after completing the preparatory year. These requirements must be defined and approved by the college council. To be admitted in the college, the students must satisfy these requirements.

Most of the colleges introduces several programs. A student can define his major, i.e. select one of the programs in the college, after completing common courses. To distribute the students among the different programs

efficiently, the college can define a set of requirements for admission in each program. The admission requirements for each program is defined the department council and must be approved by the college council. These requirements may take into consideration the program nature, and the knowledge and skills that the students must have to succeed in the program.

6.1.3. Admission of International Students

KFU admit distinguished International students. The percentage of international students admitted each year is less than 5% of the number of admitted students. There are two types of international admission students:

- Admission with scholarships: each year some students from different countries are admitted according to the educational agreement between these countries and the kingdom. The number of these students and their specialization are defined based on these agreements. The admission of these students is managed by the ministry of education. No fees is required from the students. They are given health insurance in governmental hospitals, in-campus housing and monthly salary. The students must have a certificate equivalent to Saudi secondary school certificate. The high school documents and certificates must be translated and checked by the Saudi culture mission to the student's origin country.
- Admission of non-Saudi students who has legal residency in the kingdom: the distinguished Non-Saudi students who has residency in the kingdom are admitted. The admission requirements are the same requirements of the Saudi students. The admitted students do not pay fees.

6.1.4. Admissions Process

The admission process in each academic year starts by the end of the second semester of the academic year that precede the concerned academic year. It includes the following steps:

- **Defining the number of students to be admitted in each college:** before the end of the second semester of each academic year, the colleges are asked by the university council to define the target number of students that can be admitted in the next academic year. The target number of admitted students is defined taking into account the strategic plan and annual student admission planning. To define the targets, the college council must take different considerations

such as the previous year's ratio of student applications to places available, and the available resources of the targets.

- **Approving the target number of admitted students:** the university council discuss the targets admitted students for each college and approve the defined targets.
- **Announcing the admission plan:** the deanship of admissions and registration announce the admission plan in the university website during the summer semester before each academic year. The plan includes all the procedures related to the admission and the related due dates.
 - **Submitting the applications:** Each applicant will need to make their application online using the University's website (admission gate) and this will be considered by the Deanship of Admission and Registration.
 - **Announcements of admissions:** the applications are processed automatically. The candidates' students and their specialisations are announced.
 - **Conducting entry tests and interviews:** based on admission requirements, some colleges do entry tests and interviews with the candidate students.
 - **Approving the admission by the students:** after announcements of the admission the students must approve their admission online. If the student doesn't approve his admission, he will lose his admission opportunity.
 - **Submitting the original certificates:** all admitted students are required to submit the original certificates by mail. The students can send certificates from any post office in the kingdom. If the student who doesn't submit the original certificates, he will lose his admission opportunity.

6.1.5. Online Admission Gate

All the admission activities are implemented online through the admission gate which is can be accessed in the university website starting. The admission gate is made effective starting from the summer semester that precedes the concerned academic year until the end of admission plan. Using the admission gates, each students create his own account using National/Residency id then He enters his willingness. The admission gate is connected with the National Centre for Assessment (Qiyas), therefore the scores of General Aptitude Test and the Scholastic Achievement Admission Test are retrieved automatically. The students can use the online admission gate to follow-up the status of his applications, an approving his admission.

6.1.6. Students Registrations:

The deanship of admissions and registrations in cooperation with deanship of information technology registers the admitted students. The following are taken into considered during students registrations.

- Each admitted student is given a university id.
- A record for each student is created in the banner system. The banner system is used to register courses and keep records of the students registered courses and marks for each course.
- The students are given e-mail account in the university e-mail server.
- The students are given access to different university systems such as blackboard.

6.2. Accreditation of Prior Learning and Credit Transfer

6.2.1. Transfer from one University to another

It is permissible, with the consent of the College Council which the student wishes to transfer into, that acceptance of a transfer request from outside the University may be made according to the following conditions:

- (a) That the student will have been registered in a college or university recognised by KFU.
- (b) That the student has not dismissed from the University he/she transferred from for disciplinary or educational reasons.
- (c) That the transferred student undergoes any specific admission requirements of the College which he/she wishes to be transferred into in the year of transfer.
- (d) The number of credit hours which the transferred student requires to study at KFU must not be less than 60 per cent of the prescribed number of the credit hours required to obtain the bachelor's degree from the University.
- (e) That the student should have spent at least two semesters at the University he/she is transferred from.
- (f) That his/her cumulative average when he/she transfers should not be less than 3 out of 5 for Colleges of the University and 3.75 out of 5 for the College of Medicine.
- (g) That he/she should apply for transfer at least eight weeks before the beginning of the semester in which he/she wishes to transfer.

- (h) If it is discovered after the transfer that the student was dismissed for disciplinary or educational reasons, his/her registration shall be deemed null and void from the date of accepting his/her transfer to the University.

6.2.2. Transfer from one College to another within the University

Transfer will be in accordance with the following controls:

- (a) That College admission requirements apply to the transferee in the same year of transfer.
- (b) That he/she has spent at least two semesters at the College of transference.
- (c) That his/her a cumulative average is not less than 2 out of 5 at the time of transfer.
- (d) The transfer request is submitted at least six weeks before the start of the semester.
- (e) All courses which have previously been studied, including estimates and semester cumulative averages, throughout his/her study at the University are confirmed in the academic record of the student by the College he/she is transferring from.

6.2.3. Transfer from one specialisation to another

In case of transfer from one specialisation to another within the College, the following should be considered:

- (a) Admission requirements should be met for the specialisation to which he/she wants to transfer.
- (b) The transfer is made only once throughout the duration of the students' University study.
- (c) All courses which have previously been studied, including estimates and semester cumulative averages, throughout his/her study at the University are confirmed in the academic record of the student.
- (d) A student at the College of Medicine requesting to study one of the other specialisations offered by the college achieves cumulative average of not less than 3 out of 5 at the end of the first year.
- (e) Any other conditions determined by the College Council.

6.2.4. Visiting students

The definition of a visitor student is one who has studied like courses at the University to which he/she belongs, or in another branch of the University to which he/she belongs without transfer, and the courses which he/she studied are equal in accordance with the following controls:

For a King Faisal University student who wishes to be a visitor student at another university:

- a. That the student should have an academic record of at least two semesters at the College which he/she joined before his/her request of study as a student visitor at another University.
- b. Prior approval must be obtained from the College of the student to allow him/her to study as a student visitor. When determining courses that will be studied, the College has the right to determine the specific cumulative rate equal to the course being applied for. The student is sent to study in the other university with an official letter from the Deanship of Admission and Registration of KFU.
- c. Grades of the courses that have been studied as a visitor student are not included within the cumulative average of the student.
- d. Study should be at an accredited college or university.
- e. The course that the student is studying outside the University should be at least equivalent in terms of words required for assessment and not less in credit hours than one of the courses contained in the graduation requirements.
- f. Subject to paragraph (d) of the item on transfer from outside the University, the maximum sum of credit hours that can be calculated from outside the University is 20 per cent of the total units to graduate from King Faisal University.
- g. The student must provide the Deanship of Admission and Registration with his/her results obtained within two weeks of the start of the study in the first semester following the period of his/her visit, and if the results are not provided, he/she is considered cut off from those semesters (except for summer sessions).

6.3. Courses Registrations

Each semester, every student will register on the courses he/she is seeking to study, conditional upon them having successfully passed the previous level and any pre-requisite courses.

6.3.1. The responsible units

The following units participate in the courses registrations process

Unit	Responsibilities
The department	Specifying the courses to be delivered and number of sections for each course.
Academic advisor	Giving support and advices to the students.
Deanship of admissions and registrations	Managing the registrations process
Deanship of information technology	Implement and manage the information technology systems related to registrations

6.3.2. The courses registrations

Registration will take place through the Banner system and will be managed by the Registration Department in the Deanship of Admissions and Registration. The registrations process includes the following steps:

- The department council define the courses to be delivered in the next semester.
- The students must do early registrations. The period of early registrations for the next semester starts from the beginning of the 10th week until the end of 12th week of the semester preceding that semester. The student shall have the chance during the periods of early registration of confirming the registration or dropping and adding courses in accordance with the approved study plan of the college and within the permissible limit of the academic load.
- The students must confirm his registrations for each semester. The confirmation period starts after the end of final exams of the semester preceding that semester until the end of the first week of the semester. the registration of the student is cancelled and he or she will be considered as discontinued of their study if they do not confirm their registration for all the courses before the end of the first week of study semester
- The students can add or withdraw courses in the first week of the semester.

- The student may apply for postponing of his study before two weeks of the beginning of this semester, and if they don't apply for postponing of his study, they will be considered as discontinued of the study.

6.3.3. General rules

- The minimum number of credit hours the students can register is 12 hours
- Each student is normally required to study 15 credit hours a semester.
- The students is recommended to follow the program study plan
- The maximum number of credit hours that a student can register depends on his accumulative average as shown in the following table:

Accumulative average	The maximum number of accredited hours	
	Semester system	Annual system
Less than 2 out of 5	12 hours	20 hours
2 – less than 2.5	15 hours	25 hours
2.5 – less then 4	19 hours	35 hours
4 and more	23 hours	40 hours

6.3.4. Registration for the summer semester:

- The college council specifies the courses that the college wants to present in the summer semester, and that should be announced five weeks before the end of the second semester.
- The maximum limit of the accredited hours that are permissible to register in the summer semester is 10 accredited hours, and the number of courses must not exceed 3 courses.
- It is permissible for the student in the summer semester to add courses until the maximum limit of the accredited hours that are permissible to register in this semester, and he or she can drop any course in this semester with the approval of his college, and that should be in the first week of the semester.
- The student can completely drop the summer semester within the first three weeks of this semester upon the approval of the college.

6.3.5. Quality Assurance

To monitor the implementation of the students' admissions and registrations process, the following KPIs are defined for each program for each year:

- NCAA KPI-I-04: First-year students' retention rate. Percentage of first-year undergraduate students who continue at the institution the next year to the total number of first-year students in the same year.
- NCAA KPI-I-06: Graduation rate for Undergraduate Students in the specified period; Percentage of undergraduate students who completed the programs during the specified period in each cohort.
- Number of admitted students annually.
- Number of visiting students.
- Number of withdrawal students.
- Number of graduated students.
- Number of international students.
- Average number of students in course sections.
- Percentage of discontinued students
- Percentage of dismissed students.
- Percentage of apologized students.
- Percentage of low performance students (GPA less than 2.0)
- Percentage of deferred students

6.4. Academic Integrity, Misconduct and Appeals

6.4.1. Principles of Academic Integrity

The University is a 'learning community' within which students and staff learn from each other, from their peers and through original research. All members of the University are expected to maintain high standards of academic conduct and professional relationships based on courtesy, honesty and mutual respect. In maintaining this learning community, the concept of academic integrity is fundamental.

Academic integrity means conducting all aspects of your academic life in a professional manner. It involves:

- taking responsibility for your own work; respecting the rights of other scholars
- behaving with respect and courtesy when debating with others, even when you do not agree with them
- fully acknowledging the work of others wherever it has contributed to your own (thereby avoiding plagiarism)
- ensuring that your own work is reported honestly; following accepted conventions when presenting your own work
- ensuring that you follow the ethical conventions and requirements appropriate to your discipline

- if you are studying on a professionally-recognised vocational programme, maintaining standards of conduct which are appropriate to a practitioner in that area
- supporting others in their own efforts to behave with academic integrity
- avoiding actions which seek to give you an unfair advantage over others.

As a member of the academic community at the University, students are expected to work in accordance with these principles.

Acting with academic integrity enables students to demonstrate their own knowledge, skills and understanding of the subject and then to receive feedback to help them progress.

6.4.2. Definitions of Academic Misconduct

6.4.2.1. Plagiarism

Plagiarism is the reproduction or paraphrasing, without acknowledgement, from public or private (that is unpublished) material (including material downloaded from the internet) attributable to, or which is the intellectual property of, another including the work of students.

Plagiarism may be of written and also non-written form and therefore would also include the unacknowledged use of computer programs or software, mathematical/computer models/algorithms, macros, spreadsheets, web pages, databases, designs/models/displays of any sort, diagrams, graphs, tables, drawings, works of art of any sort, digital images, computer-aided design drawings, GIS files, photographs, maps, music/composition of any sort, posters, presentations and tracing.

Examples of plagiarism are:

- Intentionally including in a student's submission extracts from another person's work, without explicitly marking the text as a quotation and accrediting the source
- Intentionally using of the ideas of another person including images and other creative work without acknowledgement of the source
- Intentionally paraphrasing or summarising another person's work without acknowledgement
- Cutting and pasting from electronic sources without explicit acknowledgement of the source of the URL or author and/or without explicitly marking the pasted text as a quotation

- Submitting a piece of work entirely as a student's own when it was produced in collaboration with others, and not declaring that this collaboration has taken place
- Intentionally submitting appropriated imagery or creative products without indicating the source of the work.

6.4.2.2. Cheating

Cheating is any action taken before, during or after an assessment or examination which seeks to gain unfair advantage or assists another student to do so.

Examples of cheating are:

- Gaining access to, or using, unauthorised notes or other material relating to an assessment
- Introducing any information, including electronically stored information, into the examination room unless expressly permitted by the examination or course regulations
- Communicating during an examination with any person outside the examination room or with other students within the examination room
- Copying the work of another student whether in examinations or in other assessments
- Amending and resubmitting work following a final mark being issued in order to gain a better mark.

6.4.2.3. Falsification

Falsification is any attempt to present fictitious or distorted data, evidence, references, experimental results or other material and/or knowingly to make use of such material.

Examples of falsification are:

- Presenting data based on controlled investigations, experiments, surveys or analysis falsely claimed to have been carried out by you
- The invention of references and/or false claims; including data etc. in your work which you know to be false or incorrect, whether or not this has been created by you.

In connection with programs leading to a professional qualification, falsely claiming to have completed non-academic requirements such as hours in practice, or to have achieved professional competencies may lead to disqualification to practise.

6.4.2.4. Other breaches of academic integrity

There may be other breaches of academic integrity which are not specifically referred to above and some breaches may fall into more than one category. Where a member of staff is concerned that a student has submitted work that is substantially different to other work which has been submitted previously the faculty may investigate.

6.4.2.5. Disciplinary breaches

All students are subject to the disciplinary regulations as defined in the following articles:

1. Breaches in the rules, regulations and traditions of the University will be considered a disciplinary offence.
2. A student who cheats in an examination will be formally reported by the examination observer to the Dean of the College. The Dean will report the offence through the President of the University or his authorized representative to the Disciplinary Committee who will decide the punishment. A breach of the examination system will be reported by the Dean to the Vice President or his authorized representative to take action.

6.4.2.6. Disciplinary action

A student who cheats in the examination or initiates cheating, and is caught in the act, is removed from or excluded from the hall by the observer of the exam. The observer or invigilator reports in detail what had happened, and provides documents to the Dean. The Dean delivers the record and documents to the President of the University or his authorized representative to refer an application to the Disciplinary Committee to decide the appropriate punishment.

If a student who cheats in the examination system, then the Dean or his authorized representative has the right to estimate the situation to drive out the student from the exam hall, or allow him to continue according to the case, and the Dean delivers a report to the Vice President or his authorized representative to take the required procedure.

If the student is removed or excluded from the exam hall, the exam becomes void in the course in which he was testing (given fail estimate) and the student's exams are not repealed in other courses except that based on a decision of the Disciplinary Committee. The

decision is based on the report of the Dean, and the results of the student are not announced in these courses until a decision of the Disciplinary Committee is issued.

Disciplinary penalties are:

1. Written notification.
2. Ultimatum.
3. Deprivation of the enjoyment of some or all of the advantages of University students.
4. Cancellation of the exam of the student in one course or more and is given the estimate (failed).
5. Depriving the student of the exam in one course or more and is given the estimate (failed)
6. Dismissal from the University for a semester or more.
7. Final dismissal from the University.

The decisions of disciplinary penalties reserved in the student's file and as a consequence of final dismissal the student is not to allow to re-register and the decision of the disciplinary penalty may be announced within the University, and the guardian of the student may also be notified.

Competent authorities of imposing disciplinary penalties are:

1. The competent Dean: Has the imposition of penalties (1 and 2) shown in Article (IV) based on the proposal of the competent officials concerning what the students may commit during lectures, tutorials or otherwise.
2. The President: Has the imposition of penalties (1,2 and 3) shown in Article (IV) after consulting with the competent Dean, and when referring the student to the Disciplinary Committee he has the right to prevent him from entering the university and its facilities to the day appointed for his appearance before the Committee.
3. The Disciplinary Committee: Has the imposition of the penalties mentioned in Article (IV) with taking into account that imposition the of any of the penalties prescribed in this Article shall not be made only after conducting the required investigation.

The Disciplinary Committee comprises the relevant Vice President as the Chairman, the Dean of the concerned Faculty, the Dean of Admission and Registration and the Dean of Student Affairs as members. The Secretariat of the Committee shall be managed by one of the legal advisers to University, in the case of the Committee

could not be held as previously mentioned, it is constituted by a decision of the University President.

A student assigned to the Disciplinary Committee to appear before the committee by the date specified by the Chairman of the Disciplinary Committee by a registered letter to the address indicated in his file or through a letter delivered to him personally.

Resolutions issued by the competent authorities to impose Disciplinary Penalties in accordance with Article (V) shall be conclusive and reported to the student or his guardian in writing by a registered letter or delivered to him personally, and without prejudice to the provisions of Article (III), a student may appeal to the University Council from the decision of one of the penalties set forth in paragraphs (4, 5, 6 and 7) of Article (IV) and the appeal request should be submitted by the student to the President of the University during the fifteen days of notification of the decision to the student.

6.4.3. Appeals of examination results, submitted by University Students

By creating a unit to examine appeals submitted by the students, the University aims to achieve the following:

1. A homogeneous University community in the spirit of mutual cooperation among its employees.
2. Adoption of the principles of justice and equity as a backbone in building a perfect society within the University.
3. Support the rights of students on the basis of laws and regulations, applicable in the University, Support the investigation of appeals and adjudicates on appeals submitted by students to further develop the culture of justice and equity among students.

Appeals submitted to re-correct the answer sheets:

1. Appeals shall be submitted to the Dean or his/her authorised representative within two weeks from the date of reporting student results.
2. The Dean may accept the application of the student or refuse it.

3. In the case of accepting the application, the College Council shall determine the faculty member who is responsible for the re-correction.
4. After the re-correction of the answer sheet the council will reconsider it and arrive at a decision. The decision of the College Council is final.
5. The College Council has the final decision about student's appeal within a period beyond the start of the final test of the next semester and also in the acceptance or otherwise of the appeal application.

See also

- [Regulation of the Study & Examinations of the University Stage and the Executive Rules of King Faisal University.](#)
- King Faisal university code of conduct ([click here](#)) –student’s section
- Students’ rights and responsibilities ([click here](#)) and ([click here](#))
- Students misconduct policy ([click here](#))

6.4.4. Quality assurance

To monitor the implementations of polices related to academic Integrity, misconduct and Appeals, the following KPIs are defined:

- Number of students' appeals
- Number of students who is punished due to misconduct behaviours.
- Number of students who is punished due to violation of academic Integrity

6.5. Students Support

The Deanship of Student Affairs manage and facilitate the various institutional strategies that contribute in creating an environment for excellence in teaching, learning and student experience in order to develop students who maintain their identity, country loyalty and abide by the principles and teachings of Islam. The Deanship provide support and management of programs that will develop student talents, knowledge and skills.

6.5.1. Orientation Program Activity

At the start of each academic year, deanship of student affairs conducts an orientation program to help the students understand their responsibilities and become familiar with their program of study. The effectiveness of the orientation program is evaluated by asking the students to fill an evaluation survey.

6.5.2. Student Funding

Official grants are available to all regular Saudi students. The financial and administrative management of grants is independent under the supervision of Students' Fund board of directors which is directly linked to the university rector. Funding is available to support students through:

- Student Loans, which are repayable in instalments on a monthly basis, automatically deducted from the students' university rewards.
- Subsidies, which are intended to help students overcome any social, educational and economic conditions that may have an impact.
- Student funding for the purpose of supporting training and development.

Funding is also available to support

- Student activity programs: cultural, social, artistic and sports.
- Care of students who receive grants.
- Supervision in the Student Service Centre at the University.

Students must meet the eligibility criteria to qualify for funding support. The terms and conditions of which are that:

6.5.2.1. Student Loan Applications

1. The student should be a regular in the semester in which he applies for the loan.
2. The student should be of those who receive a university reward.
3. The student should not have a current loan or one who has got a lump subsidy in the semester in which he requires the loan.
4. Reasons for the request of a subsidy should be convincing to the Deanship of Student Affairs.
5. Official documentary evidence must be submitted in support of the application for the loan.
6. The Student must complete and sign the loan application form- an application submitted on behalf of the students by any other agency or person will not be considered.
7. The student is not exempted from loan and the Students Fund Administration can take all necessary means to restore the value of the loan.

6.5.2.2. Subsidy Applications

1. The student should be a regular in the semester in which he applies for the subsidy.
2. The student should be of good behaviour.
3. The student should not have received a current subsidy in the semester in which he requires another subsidy.
4. Reasons for the request of a subsidy should be convincing to the Deanship of Student Affairs.
5. Official documentary evidence must be submitted in support of the application for the subsidy.
6. The Student must complete and sign the subsidy application form- an application submitted on behalf of the students by any other agency or person will not be considered.
7. Priority is given to those who have not previously received benefits.
8. If a student's application for financial support has been unsuccessful, the student is allowed to submit a written complaint to the Study of Students' Problems Committee, or directly to the Dean of Student Affairs.

Regulations and conditions of students funding can be viewed by clicking the [link](#).

6.5.3. Housing

KFU offers student-housing services to male and female students who are coming from outside Al-Ahsa. Students can also obtain specialist financial and housing advice. The housing and catering are the tasks and responsibility of the Vice Dean of Student Services at the Deanship of Student Affairs.

The housing service is an integrated part of student support, which aims to provide a quality student experience and is responsible for overseeing the day to day running of both the administration and operational needs of the housing service. A team of staff are responsible for the health and wellbeing of the resident student community. This includes new student applications, room allocations, contracts, room transfers and room terminations, health, safety and maintenance of halls. Each unit building for female students has a special supervision office where the student goes on the first day to be guided to the appropriate room and is briefed on the housing laws and facilities; also, the supervisor helps the student in solving the problems and difficulties she may encounter during her stay at the housing.

The Deanship of Student Affairs is responsible for welfare support and discipline of all resident students both male and female.

Regulations and conditions of occupancy can be viewed by clicking the

6.5.4. Quality assurance

To monitor the implementations of the policies related to students' support the following KPIs are defined:

- Percentage of students who attended institutional orientation program.
- Average of overall rating of students for the usefulness of the orientation program.
- Number of students who get loan.
- Number of students who get subsidy.
- Number of students who get financial funding for the purpose of supporting training and development.
- Number of students who has in-campus housing.
- Average of overall rating of students for housing services.

6.5.5. Academic Support: Library

6.5.5.1. Introduction

The Deanship of Library Affairs (DLA), through the KFU state-of-the art library, offers students, academic and support staff and the community a wide range of sources of knowledge and information. The DLA serves staff, students and community through book and other information exhibitions at local, national and international level. Working closely with the two pillars of the educational process, namely the students and academic staff, the Library is considered the third pillar through which learning and teaching advances. The vision of the DLA is to strive to make the Library a unique centre to foster educational and scientific research, offering a range information sources across all subject fields. A highly skilled work force aims to meet the needs of KFU students and staff and the standards as set out by the University.

The main responsibilities of the DLA are:

- To provide any information sources, as required, for educational purposes, including research, that are necessary to fulfil the University mission.
- The establishment, organisation and maintenance of such resources is an absolute goal for the DLA. Further, DLA provide any necessary assistance to those using the Library, by providing them with guidance and support in the use of the Library facilities
- To regularly develop skills and professional abilities of DLA staff
- To offer easy access to information resources and services and train researchers and students to use resources and IT effectively
- To boost self-learning and participation in the educational process by collecting and organising learning media, making them available through all KFU libraries and the Internet

- To improve the quality of performance and meet the requirements of academic accreditation by achieving its objectives. This includes cooperation with other KFU information facilities and relevant authorities
- To contribute to community service through continuous training, education, showing the importance of the library as a gate for culture and knowledge.

6.5.5.2. Borrowing service

Books and materials can be borrowed by faculty members, students, staff and the local community. The central library offers a self-check-out system. Book lending follows an organised sliding scale pattern. A faculty may borrow up to 10 books for a loan period of up to a month. Lecturers, demonstrators and graduate students may borrow up to 7 books for up to a month. Students may borrow up to 5 books for a period of up to 15 days and other staff and the community may borrow up to 3 books for a loan period of up to 15 days.

Books may be renewed for up to three consecutive periods unless required by other users. All books must be returned by the designated date unless renewal privilege has been given. Books may be renewed by telephone or through the Library website.

The DLA runs an expanded service within the community and offers a borrowing service to the community including government and private sector employees.

The library has also implemented a new ‘intelligent return and sorter system’. Students are able to return books at any time by depositing the books in the new system, which sorts the books in special boxes according to their category. It then registers the books in the automated library system and removes them from the student’s account .The student receives a printed receipt for all returned books.

6.5.5.3. Reserve Books service

The Libraries keeps some materials as reference only – these are not available on the loan service and cannot be taken out of the building. Such materials include dictionaries; encyclopaedias; original manuscripts; audio-visual materials including filmstrips and slides; books nominated as ‘Reserve books including single copy books and all periodicals. Books may be recommended for ‘reference only’ by KFU staff.

6.5.5.4. Internet and printing service

The libraries at KFU provide, through the University ID, computers and printing facilities for student use. DLA also offer expert guidance on research and consultation queries through an extensive range of national and international databases. The DLA has produced paperless of circa 28,000 manuscripts in their collection. A special database has been established in the library for these manuscripts to enable easy access by researchers.

The library also provides a paperless copy machine, based on the book2net system.

6.5.5.5. Library Staff advice

Trained librarians are available for consultation on library services and can support users wishing to access electronic resources such research tools, on-line catalogues and specialist databases.

6.5.5.6. Inter-library loan service

If books or materials are unavailable in the central library, users can obtain copies through the inter-library loan service, and this service is free of charge. The library uses the British Library for the supply of articles.

6.5.5.7. Electronic Library

Recent developments in IT have led to the emergence of the E-Library which contains large collections of digital information sources in different forms (dictionaries, encyclopaedias, e-books, periodicals, dissertations, ejournals etc.). These databases can be search, saved and retrieved easily. The DLA supports the educational process by providing access to: Database of full texts; Database of abstracts; Journals search engine; E-books, plus PhD, Masters Thesis and research papers.

6.5.5.8. On-line Catalogue

Users may browse the on-line catalogue for all DLA services. It can be accessed from the computers inside the library or via the Internet. The catalogue can be searched by title or the first word of the title; by the author(s) name(s) or keywords of the names; or by topic or keyword(s) of the topic. The catalogue offers other services, e.g. internet access for borrowing or renewing items etc.

6.5.5.9. Library Service Policy

The KFU collection of libraries includes the central library and schools based libraries. The Library has clear guidance for staff and student on the use of KFU library services.

All persons using the library shall be subject to the guidelines, such that:

- Students signing KFU's enrolment form thereby agree to abide by the Library's regulations.
- Upon employment as a member of staff in KFU staff agree to abide by the Library's regulations.

The policies for use will be prominently displayed in all libraries and on the KFU library services website

The DLA or a chosen representative shall preserve order, and may impose sanctions or penalties for such breaches of these Policies as are approved by the Library Committee and stated in the section on Penalties and Sanctions below. KFU's disciplinary procedures will be followed where appropriate.

The DLA has no administrative directive to the college libraries and no representation in the College Library Committees.

6.5.5.9.1. Admission and access to Library Services

All persons must have a valid KFU ID Number (Computer Number). Such identification must be shown upon demand by library services staff. To use the library services, a student must present their valid KFU ID number.

An integrated library system, Symphony, is used at KFU.

6.5.5.9.2. General Use of the Library

The following general regulations will apply:

- Users are required to work quietly in the Library so as not to disturb others, and to observe the requirement for each study area. Offenders will be asked to leave.
- In order to avoid disturbing other users, mobile phone calls should be made from s or outside the Library. Similarly, any calls received within the Library should be taken outside the building or in a designated area.

- Filming, recording or photography in the Library requires the permission of the Dean of Library Affairs
- Any loss of materials or equipment should be reported immediately.
- Any disorderly conduct, abusive behaviour towards staff or students or breach of the regulations will result in the user concerned being asked to leave, and could result in suspension from the use of the Library and further University disciplinary action.
- Any damage to or theft of University property including materials or equipment may result in disciplinary action.
- Amendments or additional regulations, approved by Dean of Library Affairs, will be posted on the Library notice boards.

Users must not damage any Library property. This includes writing in or marking books and journals, and removing pages, labels or any part of Library materials

Users may apply to obtain items other than those on the open shelves through the Library's Stores or Inter-lending services. Users may not remove certain items from the Library, and may only use some in designated areas of the Library

6.5.5.9.3. Lending Services

Self-loan machines also are the normal borrowing interface and require users' ID Number before an item can be issued.

6.5.5.9.4. Loan of Items

Users must not borrow items using an ID Number other than their own.

Users must return all items borrowed, normally using the intelligent book sorter machine.

The Library's publicity materials state the periods for which items may be borrowed, as approved by the DLA. Typically:

- Staff may borrow up to 10 books (or other items) for a loan period of up to four weeks,
- Students may borrow up to 5 books (or other items) for a period of up to two weeks.

Library staff or users may recall any item on loan. The borrower of such an item must return it within the time specified in the recall notice. The DLA or the Deanship's representative may suspend this facility at their discretion.

You may be liable to pay a fine if you return items late. The Library's publicity materials state the rates. A fine can result in suspension of the right to borrow or renew books until the debt is cleared. If you lose or damage an item you have borrowed, you must pay the full cost of its replacement (or repair or rebinding if this is possible), including staff costs.

You may not take any item on loan to the Library, except with the special permission from the Dean of Library Affairs or the Dean's representative.

6.5.5.10. Quality assurance

To monitor the implementations of the policies related to Library services, the following KPIs are defined:

- NCAAA KPI-I-07: Satisfaction of beneficiaries with learning resources; Average of beneficiaries' satisfaction rate with learning resources on a five-point scale in an annual survey in terms of:
 - a. Their adequacy and diversity (references, journals, databases... etc.)
 - b. The support services provided for their utilization.
- Number of information databases available in the library.
- Number of new learning resources titles such as books and journals that are added to the library in the last academic year.

6.6. Students Guidance and Counselling

The university provides students with guidance and counselling at two levels academic advising and general Guidance and Counselling

6.6.1. Academic advising

The committee of academic affairs is responsible for providing academic advising. Each faculty member in the college is assigned a set of students for advising. The faculty member provides academic advising to the students. The academic advises are related to registering courses and any other academic issues.

6.6.2. General Guidance and Counselling

The guidance and counselling unit in the deanship of students' affairs is responsible for providing the students with advice, assistance and a range of specialized developmental, preventive programs related to academic, social, psychological and educational issues for all students.

The services of the Guidance and Counselling unit

- Providing social and family counseling.
- Providing academic and educational consultations
- Providing psychological counseling.
- Providing general consultations related to youth guidance and special needs.
- Providing a set of seminars, workshops and special training programs in related to students' professional development.

The Guidance and Counselling Service assists students to realise their unique potential and get the most out of their studies and university life. Professional counselling staff respond sensitively to the effects that challenging circumstances can have on individuals. The service helps students to improve their educational progress, and to achieve balance of personal, educational, vocational and social activities in a way that makes them happy and able to direct their own lives with insight and intelligence, in accordance with the principles and standards of Islamic education. The service offers confidential, professional support to explore individual situations and assist in making appropriate choices, as well as promoting an understanding of psychological and emotional well-being throughout the university ensuring healthy conditions for the growth of individual personalities.

Student Guidance and Counselling is delivered using a set of guiding ways based on religion, free time and reality through:

- Therapeutic counselling sessions-individual and collective
- Directed and undirected reading
- Special Groups
- Lectures and seminars
- Phone calls and self-help information online
- Campaigns and programs build the students values, protect them from some of the risks they face, develop their potential and meet their needs.

The service helps students to:

- Recognise the early signs of any emotional and mental health
- Calm themselves down if stress has got the better of them

- Gain a greater sense of relaxation so that anxiety states are not so easily triggered
- Feel more resourceful in the present moment
- Recognise that there is an alternative to the downward spiral of automatic negative thinking which can unwittingly escalate when feeling overwhelmed
- Increase self-esteem and confidence
- Tap into the inner resources they have but don't always recognise, and develop a sense of trust that they can cope with the challenges that life brings

Students receive a Counselling and Pastoral service that conforms to an ethical framework:

- A service that puts their needs and interests first and treats them with respect and dignity
- An initial appointment (for face-to-face counselling)
- Follow-up appointments and/or referral to other agencies as appropriate.
- A Counselling Service that operates within a specific confidentiality and privacy code irrespective of the information (personal, family, academic etc)
- Use of resources, projects, available materials and various programs to develop themselves without interference and force.
- Choose their own way and style of life and how to achieve their goals in the light of national standards and regulations prevailing in the society
- Enjoyment of the sovereignty of laws and regulations governing the relationship between students and the supervisor working in partnership to ensure the freedom to display information and maintain confidentiality.

Services request feedback from students, for example what aspects of the service helped to meet their needs most effectively or not and hence any ideas to improve the Service. This is achieved by inviting students to complete an Evaluation Questionnaire at the end of a counselling and pastoral session. The questionnaire is anonymous and will not be seen by the counsellor. Students are also informed as to how to complain if they feel they have not had a good service from counsellors.

For More details about Students Guidance and Counselling [click here](#)

6.6.3. Quality assurance

To monitor the implementations of the policies related to students' guidance and counselling the following KPIs are defined:

- Number of students who attended guidance and counselling workshops.
- Number of students who get guidance and counselling.
- Number of students who get guidance and counselling as a result of misconduct behaviours.
- Average of overall rating of Students for the usefulness of provided counselling and advising service

6.7. Student Organisation and Clubs (Including Sports)

KFU offers an extensive range of artistic, cultural, social and sports activities and after study clubs to support students in developing and enhancing transferable skills through non-academic activity:

Cultural activities include public lectures, seminars, poetry readings, open meetings, cultural competitions and cultural festivals in the Kingdom of Saudi Arabia and abroad.

Social activities include public service that contributes to the service and community development through programs such as education and humanitarian programs, as well as voluntary visits and student trips.

Artistic activities include student art exhibitions, plays, and student art competitions, as well as different kinds of participation in art exhibitions and theatre festivals in the Kingdom of Saudi Arabia and abroad.

Physical activities include several areas of sports, including contests. The variety of sports includes the Football League, handball, basketball, volleyball and tennis, billiards and swimming. Students have the opportunity to participate in the university colleges and sport competitions in the Kingdom of Saudi Arabia and abroad, as well as the organization of some festivals and sports at the governorate level.

KFU is well appointed with high quality sports facilities which include:

- Outdoor playgrounds including tennis court, a playground handball, basketball court and volleyball court and football field planted with natural grass.
- A closed gym (under refurbishment)
- A multi-purpose stadium (under development)
- A swimming pool and an iron lounge. A hall of games including billiards and table tennis
- Football located in the building of the Deanship of Student Affairs.

Student clubs may include:

- Theatre Club
- Boy Scout Tribes phones
- Photography Club
- Student Relations and Services Club
- Environment Friends Club
- Health Club
- Literary Cultural Club
- Talent and Creativity Club
- Training and Development Club
- Shoots Club for the children of employees of the university faculty and staff.

In addition to sporting competitions, students also have the opportunity to take part in extra-curricular competitions, for example:

- Contest of Inculcation the Quran and the Hadith
- Recitation Competition
- Computer Design Competition
- Programming Contest
- Competition of Scientific Research
- Technological Innovation Competition
- Cultural and Social Research
- Literary Contests
- Art and Sports Competition, festivals and exhibitions in the Kingdom of Saudi Arabia and abroad.

All of these activities demonstrate the extent of personal and professional development that KFU offers to the student community. Students are encouraged to reflect on their learning and experiences from taking part in these activities.

All support mechanisms are readily accessible to students, designed with their needs in mind and responsive to feedback from those who use the services provided.

6.7.1. Quality assurance

To monitor the implementations of the policies related to students' organizations and clubs, the following KPIs are defined:

- Number of active students clubs and organizations.
- Number of students who participated in students' clubs and organizations.
- Number of activities conducted by students' clubs and organizations.
- Number of students who participated in activities conducted by students' clubs and organizations.

- Average of overall rating of students for the usefulness of students' clubs and organizations.
- Average of overall rating of students for quality of activities conducted by students clubs and organizations.
- NCAA KPI-I-10: Students' satisfaction with the offered services; Average of students' satisfaction rate with the various services offered by the institution (restaurants, transport, sports facilities, academic advising, ...) on a five-point scale in an annual survey

6.8. Alumni

The Office of Alumni Affairs (OAA) has been established at the university to foster lasting relationships with, and between, former students. It belongs to the deanship of students' affairs.

The vision of the OAA is both to build a strong and active link between the University and its alumni and between the University and its community. It works with the colleges and departments throughout the university to fulfil this vision.

6.8.1. Tasks of the Office of Alumni Affairs (OAA)

- Establishing a continuous communication channels between alumni and the university and the colleges.
- Providing alumni with the latest in their specialization to improve their scientific and professional skills.
- Activating the continuous learning programs which are conducted by the colleges.
- Motivating alumni to participate in different activities offered by the colleges and the university
- Inviting alumni to the University's events and various activities.
- Providing the alumni with the opportunities to contribute in the development of the university, college and departments.
- Organizing annual alumni day.
- Issuing a semi-annual or annual alumni magazine or newsletter that includes alumni related news.
- Analysing the alumni performance and professional problems they face and use the results to improve the academic programs in the colleges.
- Building a communication channel between the alumni and the labor market.
- Establishing alumni databases and linking them to the university website.
- Dissemination of the culture of quality and the importance of it.
- Participating in finding jobs opportunities for alumni.

- Improving alumni skills through organizing training programs that meets the labor market needs.
- Collecting statistics related to the alumni such as: Percentage of graduates from undergraduate programs who within a year of graduation were:
 - a. Employed
 - b. enrolled in postgraduate programs

6.8.2. Quality assurance

To monitor the implementation of the policies related to Alumni office, the following KPIs are defined

- **NCAAA KPI-I-05 Graduates' employability and enrolment in postgraduate programs;** Percentage of graduates from undergraduate programs who within a year of graduation were:
 - a. Employed
 - b. enrolled in postgraduate programs.
- NCAAA KPI-I-08: Employers' evaluation of the institution graduates proficiency; Average of overall rating of employers for the proficiency of the institution graduates on a five-point scale in an annual survey
- Percentage of alumni who the university has continuous communications with them
- Number of alumni related activities conducted in in the university.

7. Faculty and Staff

7.1. Recruitment policy

King Faisal University is one of many government universities in Kingdom of Saudi Arabia, and applies specific rules and regulations issued by the Ministry of Education and the Ministry of Civil Service. These regulations, rules, and policies govern all aspects related to faculty members whether those faculty members are Saudis or non-Saudis. The Deanship of Faculty Affairs organizes and manages all matters related to recruitment of all faculty members and personnel. KFU committed to recruit qualified and experienced teaching staff and employee based on its needs; with clear, fair and published procedures for recruitment, nomination, employment, and termination of services.

7.1.1. Employment

7.1.1.1. The Responsible Units:

The Unit	Responsibility
Department council	The evaluation of need Approval on the new selected candidate
Recruitment committee	Setting standards for selection based on job descriptions Short listening, interviews and recommendation of selection Approval on the new selected candidate
Standing committee for the affairs of teacher assistants, lecturers, and instructors	Refer to part 2, for the task of this committee
College council	Approval on the new selected candidate
University council	Final approval on the new selected candidate
Deanship of academic affairs	Making Final retirement plan of the university Help in candidate selection Complete the process of recruitment after successful candidate selection

7.1.1.2. Procedures:

The first step in the recruitment system begins through coordination between the Deanship of Faculty Affairs and colleges in order to identify job vacancies. The vacancies will directly reflect the planned staffing levels emerging from the strategic planning processes.

7.1.1.2.1. For Saudi personnel:

1. The procedure for recruitment of Saudi personnel is extracted from the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#) articles 1 to 15.
2. A standing committee shall be formed in every university to deal with affairs pertaining to teacher assistants, lecturers, instructors, and research assistants. This Committee shall be chaired by the Vice-Rector for Graduate Studies and Scientific Research where the selection and recruitment of its members shall be based on the University Council resolution and the University Rector recommendation. (Refer to part 3 of this manual for the membership and tasks of this committee).
3. The requirements for recruiting Saudi staff members and the like are discussed in details in the article 1-15 of the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#)
4. Teacher Assistants, lecturers, and instructors are recruited upon the recommendations of the Department Council in which s/he is going to work, the College Council, and the standing committee for the affairs of teacher assistants, lecturers, and instructors. The recruitment resolution is issued by the University Council.
5. The Research Assistant is recruited upon a resolution from the University Rector, the Department and College Councils recommendations, and the permanent committee for the affairs of teacher assistants, lecturers, instructors, and research assistants.
6. Other staff members position is filled normally through promotion
7. The candidate recruited on the rank of Assistant Professor should have a Doctorate Degree or an equivalent one from a Saudi university, or from another accredited one. Some exceptions specified in article 12 of the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#) can be implemented by the university council.
8. For the recruitment in the rank of Associate Professor, the candidate should fulfil the following:
 1. Obtaining a Doctorate Degree from a Saudi University or another accredited one.

2. Having least a four-year experience as a University staff member after being recruited as an Assistant Professor.
3. Being promoted to the rank of Associate Professor by a Saudi University or another accredited one.
9. For the recruitment in the rank of Professor, the candidate should fulfil the following
 1. Obtaining a Doctorate Degree from a Saudi University or another accredited one.
 2. Having least eight-year experience as a University staff member, four of which at least as an Assistant Professor.
 3. Being promoted to Professorship by a Saudi University or another accredited one.
10. Staff members are recruited upon the recommendations of the Department and University Councils, the Scientific Council, and upon a resolution issued by the University Council.

7.1.1.2.2. Non-Saudi Personnel

1. The requirements for recruitment of Non-Saudi personnel can be referred to in The [“Regulations for Non-Saudi Recruitment in Universities”](#) articles 1 to 7.
2. Each college/Unit will make its recruitment plan in line with the strategic plan and needs. The Deanship of academic affairs compile these plans together to make its own plan
3. The college/Unit Establishment of recruitment committee, which sets the standards for selection based on job descriptions and other personal specifications required for the job
4. Jobs vacancies are announced publicly in the local newspapers, the website of the University, and through international recruitment agencies. The announcements include job title and ways to apply.
5. The recruitment committee then studies the curriculum vitae for candidates, to check their qualifications, experiences and skills in accordance to job requirements, and are sorted on the basis the of declared criteria. After short-listing, face-to-face or online interviews are arranged by the Deanship of academic Affairs, the recruitment committee and the appropriate college dean with the short listed candidates.
6. Competition processes (written exams and interviews) and grading processes (giving points to applicants for promotion based on their performance, then points are summed up to select candidates with the highest points) are all actions intended to ensure that the required qualifications and skills are met
7. Decisions on recruitment are made by the appropriate department council, recruitment committee and college council. University council then takes the final decision based on the recommendations of the previous councils. The accepted applicants are forwarded to the deanship of academic affairs to complete the recruitment process.
8. The responsibility of selected candidates for supplying all documents regarding the accuracy of their certificates and experience is maintained. The

recommendations from the reference(s) for the candidates are taken into consideration, and are checked by the College/unit that has contracted with a faculty member.

9. The Deanship of academic affairs examines the reference recommendations for the selected candidates through the Saudi cultural attachés located in the candidates' countries as follows:
 - A) With regard to scientific certificates: these certificates should pass a series of ratifications to document the validity and adoption as follows:
 - 1) Endorsement from the university that awarded the degree
 - 2) Approved by the Ministry of Higher Education of the Contracting Country
 - 3) Approved by the Ministry of Foreign Affairs of the Contracting Country
 - 4) Attested by the Saudi Cultural Attaché in the contracting country
 - B) As for the certificates of scientific experience, they go through a series of ratifications to verify their validity and accreditation as follows:
 - 1) To be certified by the employer in which the contractor worked
 - 2) Attested by the Ministry of Labour in the contracting country
 - 3) Approved by the Ministry of Foreign Affairs of the contractor
 - 4) Attested by the Saudi Embassy in the contracting country
10. The deanship of academic affairs emphasizes on the faculty member nominated to work at the university to bring the assets of scientific qualifications and certificates of original experience certified by the aforementioned authorities. The Deanship ensure the validity of seals and documentation by addressing the Saudi cultural attaches located in the countries of nominated candidates.
11. The University is strict about verifying the standing and reputation of the institutions from which degree were obtained. The process includes checking that the institution is recognized by the Ministry of Education. The ratification of certificates and other documents are in accordance from the Ministry of Education that issued the certificate, the Ministry of Foreign Affairs, Embassy of the Kingdom of Saudi Arabia, and others).

7.1.2. Termination of services

7.1.2.1. The Responsible Units:

The Unit	Responsibility
Department council	Recommend the termination of service for selected staff
College council	Approval on the termination of service
University council	Final the termination of service
Deanship of academic affairs	Complete the process of the termination of service

7.1.2.2. Procedures:

The procedure is fully described in the [“Regulations for Non-Saudi Recruitment in Universities”](#) articles 46 to 50 and according to the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#) articles 92 to 95

7.1.3. Quality Assurance:

To evaluate the performance of the recruitment policies, the following KPIs can be used

- NCAAA KPI-I-11: Ratio of students to teaching staff: Ratio of the total number of students to the total number of full-time or full-time equivalent teaching staff - for the institution as a whole.
- NCAAA KPI-I-12: Proportion of faculty members with doctoral qualifications: Percentage of faculty members with verified doctoral qualifications to the total number of teaching staff at the level of Institution.
- NCAAA KPI-I-13: Proportion of teaching staff leaving the institution: Percentage of teaching staff leaving the institution annually for reasons other than age retirement to the total number of teaching staff.

7.2. Adjunct and part time staff policy

KFU is committed to apply appropriate criteria and procedures when using the services of adjunct and part-time teaching staff and take into account the balance in their proportion to the appointed full-time faculty. KFU uses the following general criteria for adjunct or part time staff:

- The candidate should have/had a permanent job in a high reputation institute
- The candidate should have at least 5 years' experience which allow him/her to fulfil the job description of the adjunct or part time position
- If the candidate is going to teach a course contains theoretical concepts, the following conditions are required:
 - Minimum Academic Rank of Candidate: Associate Professor
 - The candidates must have previous experience in teaching the same course or teaching courses in the same course
- the candidate is going to teach a course contains practical skills applied in the labor market, the following conditions are required:
 - Minimum educational qualification: Master's degree in the same specialization required
 - Candidate must have at least 10 years of work experience in the same field of specialization.
- The candidate who is hired for the first time will give a theoretical lecture to the members of the concerned department.
- The department to which the candidate should joint can put more criteria if needed

7.2.1. The Responsible Units

The Unit	Responsibility
Department council	Setting standards and criteria for candidate selection Approval on the new selected candidate
Recruitment committee	Setting standards and criteria for candidate selection

	based on job descriptions Short listening, interviews and recommendation of selection Approval on the new selected candidate
College council	Approval on the new selected candidate
University council	Final approval on the new selected candidate
Deanship of academic affairs	Making Final retirement plan of the university Help in candidate selection Complete the process of recruitment after successful candidate selection

7.2.2. Procedures:

- 1- Applicant should fill the form provided by the Deanship of faculty affairs assurance to express his/her interest in the adjunct position
- 2- Similar procedure to the recruitment of non-Saudi personnel (mentioned above) starting from step 5, should be applied to finish the recruitment process

7.2.3. Quality assurance:

To monitor the implementation of policies related to part-time recruitment the following KPI is defined

- The proportion of adjunct/part time to the appointed full-time faculty

7.3. Faculty promotion policy

KFU has policies and regulations for all promotion procedures; with all the requirements to build up points needed for promotion according to the regulations of the Ministry of Education. The Scientific Council of the University verifies the conformity of promotion points with concerned regulations, while staff to be promoted need to move to a vacant post as defined by the Ministry of Civil Service. The staff member must get the required points to be considered as a candidate for promotion, and may be in competition with other staff. These procedures ensure the fairness and transparency of the promotion process

7.3.1. The Responsible Units:

The Unit	Responsibility
Department council	Approval on the new selected candidate
Promotion committee	Setting standards and criteria for candidate selection based on job descriptions Short listening, interviews and recommendation of selection Approval on the new selected candidate
College council	Approval on the new selected candidate
The scientific council	
University council	Final approval on the new selected candidate

Deanship of academic affairs	Complete the process of promotion after university council approval
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7.3.2. Requirements for promotion

- From the rank of Assistant Professor to the rank of Associate Professor:
 1. At least four years of professional experience in the rank of Assistant Professor in a Saudi University or another accredited one, provided that her/his serving term is not less than a year.
 2. Fulfilling the minimum of four units, at least one should be a sole academic production. Sole works may be replaced by joint research provided that the applicant for promotion shall be the first author in the total minimum number of research units of sole works required for the promotion
 3. The academic research should be published or accepted for publication while in service as an Assistant Professor.
- From the rank of Associate Professor to the rank of Professor:
 1. At least four years of professional experience in the rank of Associate Professor in a Saudi University or another accredited one, provided that her/his serving term is not less than a year.
 2. Fulfilling the minimum of six units, at least one should be a sole academic production. Sole works may be replaced by joint research provided that the applicant for promotion shall be the first author in the total minimum number of research units of sole works required for the promotion.
 3. The academic achievement should be published or accepted for publication while in service as an Associate Professor.
- The academic achievement shall be counted as “one unit” if it is single authored, “half unit” if it has two authors. If the research is authored by more than two individuals, “half unit” shall be assigned for the first author and “quarter unit” for each of the others. If another collective work is considered for promotion, a “quarter unit” shall be assigned for each researcher.
- The minimum number of academic achievement points needed for the staff member’s promotion shall include the following:
 1. Published research papers or accepted for publication in refereed journals
The University Council sets the acceptance criteria for the refereed journals.
 2. A maximum of one research is accepted from refereed researches, whether published or accepted for publication, presented in specialized international conferences and symposia.
 3. Refereed, published, or accepted for publication researches by specialized university research centers.
 4. A maximum of one is accepted from refereed textbooks and references.
 5. A maximum of one is accepted from refereed authentication of rare books.
 6. A maximum of one is accepted from refereed translations of specialized scientific books.
 7. A maximum of one is accepted from refereed books and research reports published by scientific bodies and approved by the Scientific Council.

8. Inventions and novelties that have patents from approved patent agencies approved by the Scientific Council.
 9. A maximum of one is accepted from distinguished creative work based on the University Council approved regulations and the Scientific Council recommendations.
- Accepted within the minimum scientific output required for the promotion of faculty member research published or accepted for publication in scientific journals as follows:
 - 1) Scientific journals classified according to the following two categories:
 - A) First classification: It includes scientific journals regularly approved by the National Center for Academic Accreditation and Assessment
 - B) Refereed scientific journals registered in international databases such as Clarivate or Scopus and others according to the influence factor of the journal and after approval of the scientific council.
 - 2) Second Classification: It includes the refereed scientific journals not in the first classification. These journals are characterized by a set of criteria set forth in the executive rules in applying the provisions of Article 26 of the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#)
 - For further details please see the Implementing Rules in the application of the provisions of Article 26 of the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#)

7.3.3. Procedures:

The promotion process should follow the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#) articles 21 to 37, the changes made by University council to those articles in its 5th session on the 16 of January 2017. According to article 26 of the “Regulation of Saudi Universities personnel including staff members and the like” the procedures of faculty promotion is as follow:

1. The staff member applying for promotion shall submit an application to the Department Council including the following:
 - a. Statement of professional and academic qualifications in addition to the candidate's job hierarchy.
 - b. Statement of teaching activities.
 - c. Statement of activities regarding university and community service.
 - d. Five copies, at least, of the academic achievement submitted for promotion and clarifying information.
 - e. Additional information supporting the promotion application.
 - f. Additional information/documents requested by the Department Council, College Council, or Scientific Council.
2. The Department Council shall review the promotion application to ensure the fulfilment of the necessary procedures and requirement. The Department Council shall recommend submitting the application to the College Council proposing the names of a minimum of eight specialized referees.

3. On the basis of the Department Council recommendation, the College Council shall review the application and nominates a minimum number of eight specialized referees, not less than eight, recommended by the Department or others.
4. On the basis of the recommendations of the Department and College Councils, the Scientific Council shall review the promotion application, before undertaking the following:
 - a) Selecting five referees form the College Council to evaluate the researches; three as main referees, the fourth as a standby examiner, and the fifth as a second standby examiner. At least two of the three referees should be from outside the university.
 - b) Researches and promotion data shall be confidentially sent for evaluation according to the criteria set by the Scientific Council.
 - c) Upon reviewing the reports of the referees and those related to the candidate's teaching activities, as well as her/his university and community service, the Council shall decide on the staff member's promotion.
 - d) Upon deciding not to promote the candidate due to the weakness of her/his professional achievement, the Scientific Council shall decide on the submitted researches whether they shall be excluded or can be resubmitted in the future.
5. In case of future re-application for promotion, the minimum requirements will include at least one new research for the rank of Associate Professor, and at least two new researches for the rank of Professor.

7.3.4. Quality assurance:

To monitor the implementation of policies related faculty promotions, the following KPI is defined

- Number of promoted faculty members as a proportion of the total number of faculty in college and university

7.4. Faculty professional and personal development policy

KFU is committed to provide staff and employee with fair and appropriate opportunities for professional and personal development. KFU provides opportunities for its faculty members to develop themselves both academically and professionally, and are made available through a range of channels.

7.4.1. The Responsible Units:

The Unit	Responsibility
Department	Implement the professional and personal development plan by its staff

Committee of Development and quality assurance	Ask staff and employee to design professional and personal development plan Monitor the implementation of the plan
Deanship of Development and quality assurance	Design a professional and personal development need assessment plan Monitor the achievement of the plan

7.4.2. Procedures:

1. In the beginning of the semester, the committee of development and quality assurance asks staff or employee in the college/Unit to design a professional and personal development plan concerning different area of development such as learning and teaching, quality management, research, and community engagement and other areas which could be determined by the department, college or university.
2. The Deanship of development and quality assurance uses all the staff and employee professional and personal development plan in all colleges as a need assessment together with other professional and personal needs identified by the college and university to design a whole plan for professional and personal development for the department
3. The department start the implementation of the plan through the whole academic year, taking feedback from all the applicant
4. CDQA assesses the plan implementation, analyze it to get improvement recommendations
5. At the end of the academic year, each staff or employee self-assess the achievement of his own personal development plan and this self-assessment should be used in the evaluation of the staff or employee by the head off department

7.4.3. Quality assurance:

To monitor implementations of policies related to professional development, the following KPI are defined

- Percentage of staff or employee designed their own professional and personal development plan
- Percentage of achievement of staff or employee professional and personal development calculated through self-assessment

7.5. Faculty performance evaluation policy

KFU implements an effective and published system for evaluation of staff and employee performance. The system contains many tools for evaluation including the peer-to-peer observation, students' evaluation, and end-of-the-year overall faculty/employee performance. The performance evaluation is undertaken and treated confidentially. If performance is evaluated as less than satisfactory, the staff member will be given the chance to improve their performance, based on area(s) of weakness pointed out on the evaluation form

7.5.1. The Responsible Units:

The Unit	Responsibility
Head of Department	Perform the overall evaluation
Committee of Development and quality assurance	Responsible for teaching observation scheme and students' evaluation
Deanship of Development and quality assurance	Monitor all the evaluation procedures

7.5.2. Teaching observation scheme (peer-to-peer observation)

7.5.2.1. Procedures:

1. As an academic member of staff employed by King Faisal University, you will be taking part in a Teaching Observation scheme. This means that each semester you will be paired with a colleague to observe their teaching and to have your own teaching observed. This guideline is designed to explain this process and to offer guidance as to how you can best benefit from this scheme.
2. Every semester, the Development and quality assurance committee determine the faculty peer for evaluation
3. The observer will choose one or 2 lectures for his peer (the observee) and inform him/her by the evaluation time.
4. The evaluation will take place through the forms and rubrics designed by the Deanship of development and quality assurance in the university
5. The process is a formative assessment, so the observer is expected to give feedback the observee about the recommendation of the evaluation process
6. The form of observer evaluation will be placed in the course file and will be used during the final evaluation of the observee.

The Complete guideline of teaching observation concepts can be downloaded by clicking in the [link](#).

7.6. Students' evaluation

7.6.1. Procedures:

- 1- Evaluation of faculty is performed by students as a part of the "course evaluation surveys" implemented each semester for all course, centrally in the University
- 2- The results of CES are placed in the course reports and files and used during the final evaluation of the faculty

7.6.2. Overall-faculty/employee evaluation

7.6.3. Procedures:

- 1- At the end of academic year, the head of department arranges for overall evaluation of the faculty
- 2- The head of department uses the “Faculty assessment form” and rubrics designed by the Deanship of development and quality assurance in the university
- 3- This assessment is done individually for each faculty
- 4- The assessment should cover the all the faculty duties specified in his job description and in [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#) articles 38 to 43 and the [“Regulations for Non-Saudi Recruitment in Universities”](#) articles 15, 43-45
- 5- The assessment should be formative with feedback given to the faculty
- 6- The assessment form used in faculty evaluation should be approved by the Dean after evaluation

7.6.4. Quality assurance:

To monitor implementations of policies related to faculty evaluation, the following KPI is defined

- Number of faculty subjected to the teaching observation scheme as a portion of the total number of full time equivalent faculty
- Numbers of exam papers and marking internal moderation
- Average of overall faculty evaluation

7.7. Discipline, Complaints and Dispute Resolution

KFU adopt policies and regulations for discipline, complaints and disputes about or by faculty members and staff, from the [“Regulations for Saudi Universities Personnel Including Staff Members and the Like”](#) articles 82 to 91.

7.7.1. The responsible Units:

The Unit	Responsibility
The Disciplinary Committee	Initiate the disciplinary action
Deanship of Academic affairs	Complete all the action resulted from the disciplinary

7.7.2. Procedures:

1. A Disciplinary Committee looking into the misconduct of staff members or equivalents shall be formed based on a resolution issued by the University Rector.
2. If the staff member and the like are believed to have violated any of her/his duties, a dean shall be assigned by the University Rector to conduct an investigation in accordance with the staff disciplinary rules and report the investigation results the University Rector.
3. The University Rector may issue a resolution to suspend any staff member and the like pending investigation. The suspension penalty is applied with a maximum of three months except on the basis of a resolution from the Disciplinary Committee.

4. The University Rector shall notify the staff member and the like, who is subject to investigation by the Disciplinary Committee, of the charges, and provide her/him with a copy of the investigative report through registered mail fifteen days before the defined date of the disciplinary session.
5. The staff member and the like, who is referred to the Disciplinary Committee, may review the minutes of the conducted investigation on the dates defined by the Rector.
6. The Disciplinary Committee shall investigate the reported misconduct charges as follows:
 - a) The Committee shall meet upon the President's call, and the member under investigation shall be notified through registered mail to be present before the Committee for hearing and defense.
 - b) The Committee sessions shall be attended by the member under investigation or her/his delegate. However, if neither the member in question nor the delegate is present, the investigation procedures may be carried out but the investigations and examinations shall be carried out in closed sessions. The Committee maintains the right to call witnesses when necessary.
 - c) The Committee's resolutions shall pass on the basis of the majority of votes, and sessions shall not be valid unless attended by all the members. The Committee shall refer the minutes of the resolutions, and the investigation file to the University Rector within a maximum time of two months from the date of referring the investigation to the Committee for approval.
 - d) If the University Rector does not approve of the Committee resolution, the file shall be referred back to the Committee, which, in case of persistence, shall refer the case once more to the University Council, the resolution of which shall be conclusive.
 - e) The University Rector shall notify the staff member and the like of the Committee resolution once it is issued in writing.
 - f) The staff member and the like, may file an appeal against the resolution through a letter submitted to the University Rector within a maximum time of thirty days from the notification date; otherwise, the resolution shall be considered final. If the appeal was delivered before the end of the defined duration, the University Rector shall refer the case once more to the Disciplinary Committee for further investigation, and if the Committee persisted, the case shall be referred once more to the University Council, the resolution of which shall be conclusive.
7. The disciplinary sanctions which may be inflicted on the staff member and the like are as follows:
 - a) Written censure.
 - b) Reprimand.
 - c) Reduction in salary, provided that forfeiture does not exceed a three-month net salary, nor should the sum deducted each month exceed one third of the monthly salary.
 - d) Denial of one periodical increment.

- e) Adjournment of promotion for one year.
- f) Transference from the academic work and assignment to another for a maximum period of five years.

7.7.3. Quality assurance

To monitor implementations of Discipline, Complaints and Dispute Resolution, the following KPI is defined

- Number of Staff/employee underwent a disciplinary action during the last academic year.

8. Institutional Resources

8.1. KFU financial policy

KFU Financial planning and budget processes is linked with the goals and strategic priorities, and are prepared with the participation of relevant stakeholders. Going with the Saudi Arabian Vision 2030, KFU should acts to diversify its sources of income according to appropriate and effective strategies and the University should have sufficient solvency and financial stability to support its programs and activities.

8.1.1. The responsible Units:

The Unit	Responsibility
Department for administrative and financial affairs	All these departments has duties specified in the “Regulations of Universities Financial Affairs” bylaw published by the Ministry of Education on which KFU depends to manage its financial affairs
The General department of Planning and Budget	
Department of Inventory control	
Department of Procurement and tenders	
Department of stores, General Administration of assets and resources development	

8.1.2. Procedures:

- KFU follows the financial system of all the Saudi Arabian Universities described in the “Regulations of Universities Financial Affairs” bylaw published by the Ministry of Education.
- KFU applies policies and processes to secure the financial needs of all its academic and administrative units, and meanwhile the university monitor the expenditure, to adherence to the budget, and applies effective mechanisms to raise this expenditure efficiency.
- The University encourages internal and external financial audits independently and has a system to deal with financial risks.

8.1.3. Quality assurance:

To monitor implementations policies related to financial administration, the following KPI is defined

- NCAAA KPI-I-09: Annual expenditure rate per student; Average of annual operating expenditure per student (total operating expenditure - other than accommodation and student allowances - to the total number of students)
- NCAAA KPI-I-14: Percentage of self-income of the institution: Percentage of self-income of the institution to the total income of the institution

8.2. KFU IT Policy

KFU is committed to operate information technology and related systems that are made available to users for supporting its operation. KFU runs suitable technical infrastructure and equipment that suit it's academic, educational, and administrative needs and updates and maintains periodically these technical equipment in all its units according to an appropriate mechanism.

8.2.1. The responsible Units:

The Unit	Responsibility
Deanship of information technology	Design and monitor the implementation of KFU IT policy

8.2.2. Procedures:

- KFU applies mechanisms for regulating the effective use of technical equipment with appropriate systems for institutional and personal information security.
- The University provides the necessary training and technical support to faculty, staff and students who use communication and information technologies and implements codes of conduct to regulate the ethical use of its technical resources.
- KFU assesses the efficiency of its technical equipment on a regular basis and the results are used for improvement and development.
- The KFU IT policy is published in the "[Acceptable Use Policy for information systems](#)" book produced by the deanship of information technology as sub policy of the "[KFU's information Security Framework and policies](#)" and it is being referred to as Chapter 7 section 3 (7.3) in its compiled policy manual for explaining how KFU information technology resources are to be used and specifies what actions are prohibited.

8.2.3. Quality assurance:

To monitor the implementation IT policies, the following KPI is defined

- NCAAA KPI-I-15: Satisfaction of beneficiaries with technical services: Average of beneficiaries' satisfaction rate with technical services on a five-point scale in an annual survey in terms of:
 - a. Suitability

- b. Safety and confidentiality
- c. Availability and ease of access
- d. Maintenance and support services

8.3. KFU Facilities and Equipment Policy

KFU ensures the presence of suitable physical resources and infrastructure to support its activities and operations at all its main campuses and branches. These resources are managed in an efficient manner and periodic evaluation processes, are used to verify their appropriateness and sufficiency to educational programs.

8.3.1. Units responsible:

The Unit	Responsibility
The committee of financial affair and facilities in colleges	Plan and monitor the implementation of the university policy for equipment and facilities
Deanship of development and quality assurance	Monitor and take corrective action concerning the policy of equipment and facilities

8.3.2. Procedures:

1. The committee of financial affair and facilities determine the current needs of facilities and equipment involving relevant stakeholders
2. The Committee develops a plan to ensure the presence and maintenance of such facilities and equipment
3. The committee ensures the rational use of facilities and equipment through calculating the time and frequency of usage and through providing the required training for their use.
4. The committee ensures the presence of adequate facilities and equipment for people with special needs.
5. The committee certifies that healthy and safe environmental requirements in facilities and equipment are met.
6. The committee assesses the quality of the facilities and equipment regularly; and the results are used for improvement and development
7. The committee send an annual report to the college council about all the above points and the report is send to the deanship of development and quality assurance to determine the situation in the whole university.

8.3.3. Quality assurance:

To monitor the implementation of policies related to facilities and equipment, the following KPI is defined

- Number of reports send annually to the deanship of development and quality assurance regarding the quality of facilities and equipment.

8.4. KFU Safety and Risk Management Policy

“Organizations of all types and sizes face internal and external factors and influences that make it uncertain whether and when they will achieve their objectives. The effect this uncertainty has on an organization's objectives is “risk”. Organizations manage risk by identifying it, analysing it and then evaluating whether the risk should be modified by risk treatment in order to satisfy their risk criteria. Risk management can be applied to an entire organization, at its many areas and levels, at any time, as well as to specific functions, projects and activities.” ISO 31000/2009.

KFU has an inclusive risk management plan, which includes the level of risk according to its priorities. The university is able to activate this risk management plan through making available the appropriate mechanisms and resources. KFU applies all the risk management components starting from the principle, the framework and the processes. KFU applies risk management in all aspects, including traditional risk (fire, earthquakes, ...etc), financial risk or any other types. KFU assesses risk management processes and procedures; and the results are used for improvement and development.

KFU uses efficient security systems to protect people, facilities, equipment and personal property, with a clear definition of responsibilities, and implements systems to ensure generic and professional safety for the establishments and individuals according to approved standards.

8.4.1. Risk management

8.4.1.1. The Responsible Units:

The Unit	Responsibility
Risk management department/strategic plan department	Plan and monitor the implementation of the risk management plan in the university
The Committee of Financial affairs and facilities	Monitor and assess the implementation of the risk management plan in the college

8.4.1.2. Procedures:

- a) Risk management principles
- b) Risk management framework
 1. Mandate and commitment
 2. Design of framework for managing risk
 3. Implementing risk management
 4. Monitoring and review of the framework
 5. Continual improvement of the framework
- c) Risk management processes
 - 1- Establishment of Context
 - 2- Risk Assessment
 - 3- Risk identification, analysis and evaluation
 - 4- Risk treatment

More information could be obtained from “KFU risk management” Book and ISO 31000/2018 standards

8.4.2. Safety and Security systems

8.4.2.1. The responsible Units:

The Unit	Responsibility
Department of Security and Safety	Plan and monitor the implementation of safety and security system in the university
The Committee of Financial affairs and facilities	Monitor and assess the implementation of the safety and security system in the college

8.4.2.2. Procedures:

1. KFU identify Standards for Safety and Security systems to allow efficient and professional protections for establishments and people
2. KFU design plan for security and safety with mechanisms for monitoring and reporting
3. Implementation of the safety and security systems and activating the monitoring mechanisms
4. Evaluation and analysis of the results of systems' implementations
5. Use the analysis outcomes and recommendations in continuous improvement of the systems

8.4.3. Quality assurance:

To monitor the implementation risk management policies, the following KPI is defined

- The presence of risk management plan in KFU
- The presence of systems for Security and Safety in the university

9. Research and Post Graduate Studies

Research is one of the key important visions of KFU. To excel in research, KFU encourages co-operation with industrial, commercial, professional or research establishments for the purposes of research leading to research degree awards.

Research output should be reviewed, revised and improved in order to bring changes in the quality through measurement of research achievement. In order to improve the research quality, KFU has a research system by which the output from the institution, college, programs or administrative units is measured, based on the measurement and assessment further, the quality of research can be improved.

9.1. Scientific Research

The scientific research work of the University is managed by the Deanship of Scientific Research. Where DSR mission is to Develop research system that motivate innovation and creativity leading toward producing quality research products that support the national goal of knowledge-based economy, and adopt transfer of modern research technologies that allow us to participate in the development and prosperity of the local and international communities. DSR is responsible for assuring adherence to the University's policies and procedures, and for following ethical standards in conducting research. DSR provides direction and guidance in the development, identification, and securing of funding sources as well as proposal development, submission, administering and closure of awards.

9.1.1. The Responsible Units

Unit	Responsibilities
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College Postgraduate studies and Scientific Research Committee	<ul style="list-style-type: none"> • Preparing the College scientific research plan in align with the university strategic plan • Establish, monitor and report research activities at the College • Provision of resources required at the college level • College Research Committee functioning and its collaboration with DSR
Deanship of Scientific Research (DSR)	<ul style="list-style-type: none"> • More information about the policy and procedures is placed separately in the “DSR policies in KFU”

9.1.2. Institution Research Plan

Research plan need to provide the context that will guide and inform every aspect of research development at KFU. It need to affirm commitment to, and support for, individual and discipline excellence. It also need to consciously identifies research priorities. The thematic focus need to have impact across research, students, and community. The following guideline need to be followed by Individuals and the colleges, while they propose the research

1. The Institution/College research short- and long-term plan need to highlights the University research strategy and the University strategic plan.
2. The University/Colleges need to consider the suggestion from the advisory board while framing the Institution research plan
3. The plan need to include requirements of the institution detail financial needs, resource needs and the, policies, procedures, sources and uses of the research budget.
4. The plan need to consider the ways to improve research across the colleges and the research centres.
5. The plan includes the detail linkages and connections description in order to have partnership and mechanism of research funding with the government and private industrial sectors.
6. The plan includes the detail of commercialization of its research and research practices or systems.
7. Mechanisms applied in the planning and evaluation of the institution research.
8. Research plans are also required to be developed by Colleges to monitor and assess the college research.

9.1.3. College Research Plan

Each College, and its Departments are required to develop and implement its own research plan, which is to be consistent and aligns with the University Research Strategy and the University Strategic Plan.

9.1.4. Management of Research

Management of Research need to facilitate the implementation and research priorities, policies, ethics and misconduct, research standards and guidelines in all areas of research. What is performed and processed at the lower level subsystems need to contribute to the overall achievement of the whole system. The university need to oversee that the research is aligned, practiced and executed at all levels and is in cohesive and coherent. The processes and procedures need to defined by the university and are streamlined to ensure that they go in the same direction and achieve the overall mission and goals of the university and in conformance with the internal and external requirements. The self-evaluations and assessment need to be documented and reported to higher authorities to ensure conformance and compliance. Colleges are responsible for assuring that the research are documented ethical standards are followed in conducting research.

9.1.4.1. Research Management System

1. Resource Management System is used mainly by the research office staff, to manage research proposals, funding projects, requests related to active projects, communications with external reviewers, evaluations of submitted proposals/ projects reports and projects budgeting.
2. Resource Management System also provides detailing financial needs and requirements of the research, the policies, procedures, sources and uses of the research budget, teaching staff and student research.
3. Resource Management system also records the total resource output in an academic year by the colleges and the research centres.

9.1.4.2. Research priorities

The main rationale of research priority areas is to provide assistance to faculty, deans, department heads and administrators in development of research proposals that are relevant to the strategic goals of the country as well as University. A dynamic set of research priorities are based on KFU strategic priorities. In addition, input is also received from members of the University's advisory board as well as College Dean's and Faculty members who are experts in their fields.

The priority areas of research are based on:

1. Research priorities need to be aligned with the national and institutional level priorities
2. Research priorities need to be aligned with the KFU strategic plan.

3. Research priorities should be set in consultation with the advisory board
4. Research funding must contribute to that research priorities
5. DSR, Raed and Nasher funding need to be consider based on the research priorities

9.1.4.3. Research Collaboration

KFU encourages its researchers to collaborate with industrial, commercial, professional or research establishments for the purposes of research leading to research degree awards, within and outside the University under the general principles of the research collaboration rules set by the University.

1. Co-operation may be formalised with one or more bodies external to the University.
2. The Policy covers formal research collaborations between staff at KFU and staff at other institutions, where a written agreement between the partner institutions on the management of such a joint research project is required
3. Formal collaboration shall normally involve the candidate's use of facilities and other resources, including any supervision and advice, which are provided jointly by the University and the Collaborating Establishment.
4. For commercial returns resulting from a collaborative research project, the formal agreement between partner institutions to the project must include details about distribution of those returns.

9.1.4.4. Student Research Policy

The University expects all its students to adhere to the highest standards of integrity in research.

KFU is committed to:

1. The pursuit of excellence in all aspects of learning and research;
2. Students should be honest and ethical in respect of their own actions in research
3. Involving students as active participants in their educational experience; and enhancing the student experience.
4. Plagiarism, deception or the fabrication or falsification of results, is regarded by the University as a serious disciplinary offence.
5. Establishing and sustaining a community that supports independent scholarly learning and research, critical judgment, academic integrity and ethical standards
6. Adhere to the standard for behaviour outlined in the [Staff Code of Conduct](#).

9.1.4.5. Research Ethics Policy

These policy guidelines are set by standing committee for scientific research ethics, they identify the general ethical issues which should be considered by all researchers and consultants within the University - whether they are members of staff, post-graduate or undergraduate students is required to follow up by signing the documents understanding the research ethics.

1. Members of staff with responsibility for research projects are responsible for ensuring that everyone involved in their projects is aware of, and agrees to abide by, the relevant guidelines.
2. Staff engaged in research are required to have read the appropriate guidelines and to undertake necessary action.
3. Once a proposal for research or consultancy has been approved (consultant, research supervisor, research leader or individual researcher) should take responsibility for identifying and addressing ethical issues in the continuing project.

The Policy recognises and advocates the use of the following ethical principles:

- a) **Treating people fairly:** To be fair the needs of everyone involved in or affected by a project should be met.
- b) **Respecting the autonomy of all individuals:** It is the responsibility of researchers and consultants to respect the autonomy of everyone involved in a project, including clients, researchers, subjects and those who may not be actively involved in the project but about whom data is used.
- c) **Prevention of harm:** Academic Staff and Students (henceforth 'researchers') must seek to protect participants from physical and psychological harm during the research process.
- d) **Informed consent:** Informed consent helps to minimise harm to participants. Consent should be attained by researchers informing participants in advance of all necessary information expected to influence willingness to take part in the study.
- e) **Research and consultancy with integrity :** Research and consultancies are carried out with integrity when researchers and consultants genuinely strive to achieve the objectives of sound research by ensuring valid methodology, availability of all necessary resources, objective research processes and well-grounded findings
- f) **Rights of participants:** In giving consent, participants retain the right to withdraw this consent.
- g) **Respect for participants:** Researchers should aim to conduct research that is respectful of: national and international law, gender differences, all groups in society, and, marginalised/disadvantaged groups.
- h) **Confidentiality and Anonymity:** Unless agreed otherwise, the findings from research should be communicated in a manner that protects the confidentiality of the participants.
- i) **Use resources as beneficially as possible:** It is the responsibility of researchers and consultants to obtain the greatest benefits they can from the

resources they use. In general terms benefits may be seen as whatever promotes the welfare of living beings.

- j) **Appropriate use of rewards and incentives:** Incentivising participation in research projects should only be on the basis of making people want to take part, rather than only taking part because of the reward, or they cannot refuse such rewards.
- k) **Anti-discriminatory:** Researchers should act in a manner that complies with the University regulation.

9.1.4.6. Research Ethical Conduct Policy

The Policy also recognises and advocates the use of the following principles relation to academic conduct.

1. **Reciprocity:** Research should be based on the creation of outcomes for the common good.
2. **Accessibility:** Researchers should aim wherever possible to disseminate their findings in the public domain and through learning and teaching roles at the University.
3. **Independence:** Researchers should not distort research design and/or findings to suit funder requirements.
4. **Specified use of research funding:** Researchers must not use funding for purposes other than that specified in their grant award.
5. **Safe and secure data management:** Steps must be taken to retain all research materials gathered in a safe and confidential space.

9.1.4.7. Policy on Research Misconduct

Research ethics-related misconduct by researchers is covered by the University's Disciplinary Code. The consequences of such misconduct could involve academic staff being subject to the University's Disciplinary Policy.

1. Research ethics-related misconduct by Students is covered by University Regulations.
2. The consequences of such misconduct could involve students being subject to the Student Discipline Policy and Procedure. Examples (not exhaustive) of research ethics-related misconduct include:
 - a. Misappropriation of another's intellectual property by plagiarism or breach of confidence as a reviewer;
 - b. Misrepresentation of research findings by deception or lying;
 - c. Obstruction, including withholding, destroying or falsifying evidence;
 - d. Unfairly influencing witnesses or interviewees;
 - e. Breach of confidentiality required by external contracts;
 - f. The deliberate commercial exploitation of ideas of others without acknowledgement and, where necessary, informed consent; and,

- g. Failing to comply with statutory or institutional regulations, including ethical review

9.1.5. Quality Assurance

To evaluate the performance of research policies, the following KPIs can be evaluated

1. NCAAA KPI-I-16: Percentage of publications of faculty members; Percentage of full-time faculty members who published at least one research during the year to total faculty members in the institution.
2. NCAAA KPI-I-17: Rate of published research per faculty member; The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).
3. NCAAA KPI-I-18: Citations rate in refereed journals per faculty member; The average number of citations in refereed journals from published research per faculty member in the institution (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published)
4. NCAAA KPI-I-19: Number of patents, innovations, and awards of excellence; Number of:
 - a. Patents and innovations
 - b. Awards of excellenceobtained by the institution's staff annually
5. NCAAA KPI-I-20: Proportion of the budget dedicated to research; Proportion of the budget dedicated to research to the total budget of the institution
6. NCAAA KPI-I-21: Proportion of external funding for research; Proportion of research external funding to the total budget of research during year
7. Evaluation of facilities and environment supporting research (Means average and Level achieved based on survey).

All Regulations and Policies of the Vice President for Postgraduate Studies and Scientific Research and Policies and regulations for scientific research can be accessed by clicking [here](#).

9.2. Postgraduate Programs

The University is committed to providing opportunities for students who complete their undergraduate degrees and demonstrate appropriate interest in taking their field of study to higher levels. As a result of the increasing expansion in post-graduate studies, KFU has established an independent Deanship for Postgraduate Studies. The Deanship undertakes the supervision

of the postgraduate studies programs in conjunction with the faculties. Deanship for Postgraduate Studies has a council for postgraduate studies including representatives from all KFU faculties. The remit of the council is to recommend and implement standard policies across postgraduate areas and to ensure the highest degree of coordination and cooperation between the University Faculties and the research centres is achieved.

The Deanship of Postgraduate Studies shall have a council to review all matters related to postgraduate studies. The University shall take the necessary decisions within the limits of its competence in accordance with the provisions of these regulations In particular:

1. Proposing or amending the general policy for postgraduate studies in all faculties and institutes of the university and follow-up implementation after approval.
2. Propose internal regulations in coordination with the scientific departments regarding the organization of graduate studies.
3. Proposing the basics for admission to graduate studies, implementing and supervising them.
4. Recommending the approval of the new programs after study and coordination between them and the existing programs.
5. Recommend approval of the postgraduate courses and any changes or modifications thereof.
6. Recommend the names of the higher degrees in Arabic and English based on the recommendation of the faculty councils.
7. Recommend the granting of scientific degrees.
8. Decide on all student affairs related to graduate students at the University.
9. Approve the formation of supervisory committees and discuss scientific theses.
10. Develop the general framework of the research plan and the rules governing the writing and printing of the scientific thesis and output them, submit them, discussion report forms and judge letters.
11. Evaluation of graduate programs at the university periodically by committees or specialized bodies from Inside or outside the university.
12. Study the periodic reports submitted by the scientific departments in the university.
13. Consider what is referred to it by the University Council, its President or the Rector for study and opinion.

9.2.1. Developing new postgraduate programs

9.2.1.1. The Responsible Units

Unit	Responsibilities
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College Postgraduate studies and Scientific Research Committee	<ul style="list-style-type: none"> • Developing new post graduate program • Developing the program curriculum • Preparing the program templates (Program specifications and Course specifications)
Deanship of Postgraduate studies	<ul style="list-style-type: none"> • Reviewing the proposed program to ensure consistency of the program with national and international practices • Approving the program

9.2.1.2. Procedures

The process of developing new Postgraduate programs includes three stages

1. Planning and initial approval
2. Developing Program contents
3. Final Program approval

9.2.1.2.1. Planning and Initial Approval

Before developing a new postgraduate program the college must get an initial approval from the Central Committee for Quality Assurance at the Deanship of Postgraduate studies. To get the initial approval, the department needs to follow the criteria set by the University Council for the approval of post graduate programs. The Department shall submit to the College Council a detailed draft of the program, which explains the following:

1. The objectives of the program and the need of the Saudi society.
2. The importance of the program and the rationale for its submission
3. Possibilities available, or required by the department, to deliver the program at a high educational and professional level, In particular, identify the main research areas of the department.
4. The rate of stability of the teaching staff in the department over the past five years.
5. Biographies and scientific staff members of the department, and those who are related to the field of the program at the university.

The following need to be considered while proposing postgraduate programs:

1. The prescribed course duration for a Higher Diploma is not less than two semesters and not more than four semesters.
2. The prescribed course duration for a Master's Degree is not less than two years and not more than three years for a full-time student. A part-time student is required to complete within four years.
3. The prescribed course duration for a Doctoral degree is not less than three years and not more than five years for a full-time student. Those pursuing a

Doctoral degree on a part-time basis are required to complete in no more than six years.

4. Students are required to undertake a thesis in part fulfilment of the conferment of a master's degree. The topic of the thesis and study of the same can only be carried out following approval of the members of the DGS Board.
5. The minimum hours of study for a master's degree is thirty credit hours including the scheduled hours for the thesis, which is calculated as 6 hours plus 10-20 hours to write-up the thesis.
6. The minimum hours of study for a Higher Diploma are twenty four credit hours and not more than thirty six credit hours. Final Program Approval

9.2.1.2.2. Developing Program Contents

The Deanship of postgraduate Graduate Studies the submitted postgraduate draft program and it recommends to avoid duplication of similar program offered by other colleges. The department curriculum committee in the department is responsible for developing the postgraduate programs. All faculty members in the department must participate in developing the postgraduate program. During developing the curriculum, the department curriculum committee must continuously consult both the college curriculum committee and the college quality and accreditation committee. Joint graduate programs may be established at the University between two or more departments or two or more faculties, According to rules set by the University Council based on the recommendation of the Deanship of post Graduate Studies, for further details, please refer to the booklet from Deanship of Post graduate studies.

References:

The following references must be considered in developing the new program:

- Saudi Arabian Qualification framework (SAQF)
- National centre for assessment and academic accreditation (NCAAA) requirements.
- The university guideline to develop new postgraduate programs. The guideline can be accessed by clicking [here](#).
- International and national professional commissions.
- International accreditation standards.

Steps to develop new program:

The College Postgraduate studies and Scientific Research Committee is responsible for developing the new program. Before starting developing the program, it must Study the market needs in details: professions needed, knowledge and skills needed, defining the program SAQF level 9: Master and 10: PhD. All faculty members in the department must participate in developing

the program. During developing the curriculum, the department curriculum committee must continuously consult both the college curriculum committee and the college quality and accreditation committee.

Consistency with Saudi Arabian Qualification Framework (SAQF)

The proposed postgraduate program must be consistent with SAQF qualification registration standards.

- **Credit hours:** the credit hours of the proposed postgraduate program must be consistent with the requirements of SAQF.

Level : Qualifications name	Credit hours
8: Higher Diploma	Greater than 18 and Less than 30
9: Master	24 + 6 CR thesis or 42 CR (courses only)
10: PhD	12 or 30 + dissertation thesis

9.2.1.2.3. Final Program Approval

Based on the approval from the post graduate deanship the college committee is required to develop the program content and submit to the deanship for final approval, Program design, development and approval are important for setting programs at an appropriate academic standard. Adaptation of any international standards needs to respect the NCAAA's Standards for Quality Assurance and Accreditation of Higher Education Programs, the Saudi Arabia Qualification Framework (SAQF) and any relevant national and international professional bodies such as societies, commissions, committees, is required to be considered.

9.2.1.3. Quality Assurance

To monitor the implementation of process of proposing new postgraduate programs, the following KPI can be defined:

1. Number of new postgraduate programs proposed each year
2. Number of new postgraduate programs approved each year
3. Number of revised postgraduate programs each year

All forms related to proposing new postgraduate programs can be accessed by clicking [here](#).

9.2.2. Postgraduate programs execution

9.2.2.1. The responsible units

The execution of the postgraduate program is the responsibility of the deanship of postgraduates, the college and the Department offering the postgraduate program. The College Postgraduate Studies and Scientific Research Committee supported by the Department postgraduate committee monitor and support the progress of postgraduate programs. The department postgraduate committee interfaces with students, supervisors and the University for monitoring student progress, assisting supervisors and improving the research. It also guides supervisors and students regarding graduate research policy and procedures. The committee also oversees the mechanism for resolution of any problems that may emerge concerning student's progress.

9.2.2.2. Admission criteria

The University Council determines the number of students, who will be admitted annually in graduate studies upon a recommendation of the council of the Deanship of Graduate Studies and suggest the boards of departments and colleges. In order to be admitted to postgraduate studies in general. The applicant must hold a university degree from a Saudi university or another recognized university. Student need to have good conduct and medically fit. In addition, it is required to submit scientific recommendations from professors who have already taught. In case of employee and approval from place of study for other general conditions.

9.2.2.3. Monitoring progress of Postgraduate students

1. The progress of postgraduate students towards successful completion within approved time periods need to be reviewed regularly.
2. The Research Supervisor is expected to manage the supervisory process such that at least one supervisor(s) is in contact with their postgraduate student as appropriate and at least once per month.
3. A formal record of each meeting will be made and provided to (all) the supervisor(s) and student.
4. In addition, once per year each student and the Research Supervisor, acting on behalf of all supervisors where relevant, should complete a separate statement of progress.
5. Each College will review each student's progress, using the supervision reports, the annual statement of progress and such other material as is available.

More information about the regulations of Monitoring progress of Postgraduate students can be accessed by looking at the [Unified Regulations for Graduate Studies and Executive Rules, King Faisal University](#).

9.2.3. Assessments and periodic review of postgraduate programs

The policies and procedures that are used to assess and review the undergraduate programs can be used to assess the postgraduate programs. There are a specific forms for postgraduate programs that can be accessed by clicking [here](#).

9.2.3.1. Quality assurance

To evaluate the quality of postgraduate programs, the NCAAA post graduate program KPIs are used:

- **NCAAA KPI-PG-1: Percentage of achieved indicators of the program operational plan objectives;** Percentage of performance indicators of the operational plan objectives of the program that have achieved the targeted annual level to the total number of indicators targeted for these objectives in the same year.
- **NCAAA KPI-PG-2: Students' Evaluation of quality of learning experience in the program;** Average of overall rating of final year students for the quality of learning experience in the program on a five point scale in an annual survey.
- **NCAAA KPI- PG-3: Students' evaluation of the quality of the courses;** Average students' overall rating of the quality of courses on a five- point scale in an annual survey.
- **NCAAA KPI-PG-4: Students' evaluation of the quality of scientific supervision;** Average students' overall rating of the quality of scientific supervision on a five-point scale in an annual survey.
- **NCAAA KPI-PG-5: Average time for students' graduation;** Average time (in semesters) spent by students to graduate from the program.
- **NCAAA KPI-PG-6: Rate of students dropping out of the program;** Percentage of students who did not complete the program to the total number of students in the same cohort.
- **NCAAA KPI-PG-7: Graduates' employability;** Percentage of graduates from the program who within a year of graduation were employed to the total number of graduates in the same year.
- **NCAAA KPI-PG-8: Employers' evaluation of the program graduates' competency;** Average of overall rating of employers for the competency of the program graduates on a five-point scale in an annual survey.
- **NCAAA KPI-PG-9: Students' satisfaction with the provided services;** Average of students' satisfaction rate with the various

services provided by the program (food, transportation, sport facilities, academic advising ...) on a five point scale in an annual survey.

- **NCAAA KPI-PG-10: Ratio of students to faculty members;** Ratio of the total number of students to the total number of full-time and full-time equivalent faculty members participating in the program.
- **NCAAA KPI-PG-11: Percentage of faculty members' distribution based on academic ranking;** Percentage distribution of faculty members participating in the program based on academic ranking.
- **NCAAA KPI-PG-12: Proportion of faculty members leaving the program;** Proportion of faculty members leaving the program annually for reasons other than age retirement to the total number of faculty members.
- **NCAAA KPI-PG-13: Satisfaction of beneficiaries with learning resources;** Average of beneficiaries' satisfaction rate with learning resources on a five point scale in an annual survey in terms of:
 - a. Their adequacy and diversity (references, journals, databases... etc.)
 - b. The support services provided for their utilization.
- **NCAAA KPI-PG-14: Satisfaction of beneficiaries with research facilities and equipment;** Average of beneficiaries' satisfaction rate with research facilities and equipment (depending on the nature of the program) on a five-point scale in an annual survey.
- **NCAAA KPI-PG-15: Percentage of publications of faculty members;** Percentage of faculty members participating in the program with at least one research publication during the year to total faculty members in the program.
- **NCAAA KPI-PG-16: Rate of published research per faculty member;** The average number of refereed and/or published research per each faculty member participating in the program during the year (total number of refereed and/or published research to the total number of faculty members during the year).
- **NCAAA KPI-PG-17: Citations rate in refereed journals per faculty member;** The average number of citations in refereed journals from published research (total number of citations in refereed journals from published research for faculty members to the total published research)
- **NCAAA KPI-PG-18: Percentage of students' publication;** Percentage of students who :
 - a. published their research in refereed journals
 - b. presented papers in conferencesto the total number of students in the program during the year.
- **NCAAA KPI-PG-19: Number of patents, innovative products, and awards of excellence ;** Number of :
 - a. Patents and innovative products
 - b. National and international excellence awardsobtained annually by the students and staff of the program .

To monitor of the process of programs assessments and program review, the following KPIs are defined:

- Percentage of postgraduate programs that define an assessment plan.
- Percentage of postgraduate programs that assess its program outcomes.
- Percentage of postgraduate programs that completed at least a cycle of assessment plan.
- Percentage of postgraduate programs that did minor changes in the curriculum according to the findings of the program assessments.
- Percentage of postgraduate programs that did major changes in the curriculum according to the findings of the program assessments.

10. Community Partnership

The University defines community partnership as a two way relationship between itself and its wider community. The outputs and outcomes of the teaching, learning, research and social services affect the communities and stakeholders directly or indirectly as they develop and built the future citizens and leaders of tomorrow.

As part of the key and fundamental mission of all higher education institutes, it must review, revise, improve, revive and reposition the stakeholders' needs and requirements to ensure that these changes in improvements, development and innovations meets the needs of the stakeholders. Which is stressed in the mission, vision and goals and the importance of serving the community in which it operates to its strategic direction.

University Community includes the following members:

- **Alumni:** An active body of alumni contributing to various university initiatives
- **Students:** Students are the key stakeholder group a comprehensive service learning program which engages students with the community
- **Programs:** A solid program serving schools in order to achieve high quality incoming students
- **Advisory Committee:** Participation of community members on the advisory committee for all programs
- **Interest Group Consultations:** Regular community consultations to be responsible contributors to societal and social development.

- **Partnership:** New initiatives developed in partnership with local industries

10.1. The Responsible Units

Unit	Responsibilities
College Committee of Cooperation Training and Community Engagement	<ul style="list-style-type: none"> • Proposing the new community events • Designing a program or conducting a periodic review, that contribution to community engagement
College Community partnership unit	<ul style="list-style-type: none"> • Following the progress of the community events
Community partnership department at the University	<ul style="list-style-type: none"> • Designing the community engagement plan for the university • Giving the approval for the events • Following the implementation
Vice President Department of Community Service/Community Partnership Development and Community engagement	<ul style="list-style-type: none"> • Reviewing the proposed events to ensure consistency of the events with national and international practices • Approving the events and keeping record

10.2. Planning and Design of Community engagement Events

The university, through the Deanships, Colleges and appropriate Departments, seeks to be inclusive of its wider community in all of its operations. It intends to specify clearly how its staff, students, programs and courses demonstrate a commitment to the community.

University is committed to engaging effectively with its community in a meaningful, accountable, responsive and equitable way. The Policy outlines and guides the universities commitment to engaging with many communities and stakeholders using appropriate, effective and inclusive engagement practices.

Guideline for the Plan:

1. Community events, which are planned need to consider the priorities of the community.
2. Suggestion from the community leaders are required to be consulted for setting the priorities for the community events.
3. Inputs from the advisory committee need to be considered.

10.3. Management of Community

The University strives to manage the various community events by considering the various inputs from the stakeholders which includes: Community leaders, Advisory committees and Alumni. The University offers dedicated courses and training

program for the community. Community relevant research are undertaken. The infrastructure available with the university are made accessible to the community. Further, the community services offered by the staff members are considered for staff appraisal and promotion criteria.

10.3.1. Students role in Community Engagement

The University encourages students engage in the advancement of Community events to develop them as responsible citizens. Community service that is undertaken on a volunteer basis by students is supported as a means to demonstrate a sense of social responsibility among the student population through Faculties and Centre for Community Engagement.

10.3.2. Advisory Committees

For management of the community events, every academic department should have an Advisory Committee that contributes to the improvement of quality of outcomes related to education, research and community services. The main objectives of the Advisory Committee is to contribute to the development of the department's strategy and provide support for it to achieve the programs and college's mission and goals, promote the academic programs in the government and private sectors, Provide opportunities for the graduates of the program to develop their scientific and leadership abilities, activate the role of the department in community engagement, and strengthen the partnership with government and private sectors in terms of scientific research and collaborative training.

The expected tasks from the Advisory Committee are to provide technical advice to the decision makers at the department that will in turn contribute to the improvement of the quality of the outcomes related to education, research and community services.

10.3.3. Alumni

The alumni's role is crucial for the development of the university to develop communication and support the sense of affiliation between the University and its graduates. The alumni is an asset to the university, and their contributions and involvement can significantly increase the reputation of the university nationally and internationally. Alumni can provide support in various aspects that are beneficial to the students, graduates, alumni, universities and the society. The alumni's opinion in developing the university and proposed solutions to the challenges faced by the university is highly valued by the university in achieving its vision and mission. Finally, in the framework to strengthen the development of

the state and the nation, successful alumni can be the social model for unity of the society and a factor for economic growth and development

10.3.4. Dedicated courses and training

Each unit will include in its strategic plan whether and how courses and training can be delivered to the community. Deanships will annually reflect on the central database of the previous years' activities, to identify areas of good practice developed by others, and plan ahead so that any resource implications can be established and embraced.

10.3.5. Community relevant research

Each College Committee of Cooperation Training and Community Engagement will ensure that the research environment within the college is supportive of the community engagement goals of the university and that research which is relevant to the community is given due consideration. This policy approach will be included in the research strategy of each of the research centers or colleges. The College Committee of Cooperation Training and Community Engagement will reflect annually on consideration given to this agenda, and will report on the contributions made by the research centers within its remit. Each community engagement contribution will be reported to the Community partnership department at the University, who are responsible for maintaining a central database of all such activity.

10.3.6. University Resources and Community Engagement

The University allocates adequate resources to facilitate quality delivery of Community Engagement events, including financial, human, and infrastructural resources. The University resources are made accessible to the community according to institutional procedures where the university resources can be utilized by the Community for various initiatives.

10.3.7. Faculty Consultation

The community relation is maintained by offering the services of the faculty by providing Faculty Consultations, where the faculty expertise will contribute to the benefit of the community. The community can seeking advice with KFU faculty. The faculty provide a range of services, with the goal of helping individuals develop skills to work independently. Individuals can request a consultation and are assigned faculty members with expertise that meets their needs.

10.4. Activating Community Partnership

Partnership with the community should be established, publicized and recorded. Such contributions should be appropriate to the needs of the community and draw upon the knowledge, experience and resources of the university and its staff. Ways in which this commitment is met include:

- Continuing contact with schools in the region
- Open days for potential students and members of the community
- Invitations to employers and professions to engage with programs
- Community based research
- Student voluntary activities
- Partnerships with the community
- Sharing university facilities with the community
- Dedicated services provided for the community
- Publicity and media releases directed to the community
- Dedicated section of the university web site for community relations
- Monitoring and evaluation of community engagement

These activities can be built into the ways in which the policy approach are implemented. Hence the reporting of each component, and the comparative performance against targets, will be evidenced through the policy reporting mechanisms.

10.5. Monitoring of Community Partnership Activities

The University holds a central record of all community engagement activity through the Community partnership department. The system need to be visible on the University intranet so that all colleges can see the contributions of other colleges and areas of the university towards community engagement, thus providing an environment in which good practice can be identified and shared.

The University Council receives an annual report at the end of each academic year from Community partnership department, outlining comparative performance and contribution from each of the areas of the university, and making comparison of achievements against any KPIs which are defined by Community partnership department at the University for the delivery of the community engagement agenda.

In reporting on progress of their strategic plan, each Deanship will include a progress report on the activities achieved and those proposed.

10.6. Quality Assurance

To evaluate the performance of the community partnership policies, the following KPIs can be calculated

- NCAAA KPI-I-22: Satisfaction of beneficiaries with the community services; Average of beneficiaries' satisfaction rate with the community services provided by the institution on a five-point scale in an annual survey
- NCAAA KPI-I-23: Rate of community programs and initiatives; average community programs and initiatives provided by each academic program during the year (total number of community programs and initiatives provided to total number of academic programs)
- Evaluation of the systems and mechanisms used in providing academic services to the society according to the goals of the institution, college or program (Means average and Level achieved based on survey)
- Proportion of full time teaching and other staff actively engaged in community service activities
- Number of community education program provided in proportion of the number of departments

11. Evaluation and Performance

“Evaluations of quality involve judgments about two main elements; the extent to which goals and objectives are achieved, and the consistency with generally accepted standards of performance in higher education” NCAAA quality assurance handbook part 2.

KFU has mechanisms through which it evaluates the performance of its units, departments and committees by evaluation the efficiency of the policies, processes and procedures. The main mechanism used is benchmarking through specific key performance indicators. KFU adopt the key performance indicators specified by NCAAA for its benchmarking processes either internally or externally.

KFU, on a period of 5 years, establish its own strategic plan through updating its vision, mission and goals following SWOT analysis. SWOT analysis itself can be considered as an evaluation of performance for all quality process in the university KFU evaluate the efficiency of its QMS by the internal and external auditing using self-study process depending on the [NCAAA accreditation standards](#).

KFU Quality management system is a subject for continuous assessment and improvement, and for this purpose all the recommendation coming from the benchmarking/KPI system, SWOT analysis and the auditing system are subject for analysis to identify the points of strength and those need development.

11.1. Benchmarking processes and KPI system

Benchmarking is a way of detecting the best performance being accomplished in a particular program or institution. This comparative tool enables the institution to identify gaps in its quality processes or results allowing development; however, the best benefit of benchmarking is to understand the best quality practices led to the higher performance.

NCAAA accreditation standards stated in its criterion number 2.5.6. *“The institution conducts benchmarking of its performance, and the performance of its academic and administrative units, using specific key performance indicators.”* NCAAA emphasizes on the importance of the benchmarking process to assess the performance of a program or institution. A QMS should contain the procedure of the benchmarking process for either the program or the whole institution. One of the methods used to determine the criteria of benchmarking is to use common performance indicators. NCAAA produced key performance indicator which could be used parallel to their accreditation standards to assess the quality performance and for benchmarking.

11.1.1. The Responsible Units:

The Unit	Responsibility
The committees of development and quality assurance in colleges.	<ul style="list-style-type: none"> • Review the programmatic KPIs annually and put the target. • Assess the KPIs to determine the “actual KPI” value • Analyse the KPIs report and extract the recommendations
Deanship of development and quality assurance	<ul style="list-style-type: none"> • Monitor the process of KPIs’ assessment in the departments and college • Make the final KPIs benchmark report for the whole university and analyse it

11.1.2. Procedures:

- 1- In the beginning of the academic year, the Deanship of development and quality assurance (or the Committee of development and quality assurance on the program level) meet to adopt the KPI, to review the internal (last year) benchmark and determine the “Target benchmark” value.
- 2- For each KPI, the method of assessment, time of assessment, the responsibility, and method of calculation, and relation to activities, sub goals or goal should be known and documented (in a KPI book).
- 3- The content of the KPI book should be reviewed each year in the light of the annual performance analysis.

- 4- NCAAAA should be used as the main KPI of the University or the program, other KPI can be added to provide attributes that could distinguish the university of the program
- 5- The university (the program) should be able to get external benchmark value from peer/similar institution or programs and the criteria on which these external peer/similar institution or programs was chosen should be put by the University/program and followed.
- 6- At the end of the academic year, the KPIs are measured to present the “actual benchmark” value and the table below is to be filled for each KPI

NCAA KPI No.:		University KPI NO.		
Actual Benchmark	Target Benchmark	Internal Benchmark	External Benchmark	New Target Benchmark
KPI analysis:				

Target Benchmark: Refers to the anticipated performance level or desired outcome (goal or aim) for a KPI. For example, if the KPI is "student to teacher ratio" then the target benchmark might be 12 students per 1 teacher. A target benchmark is also an internal benchmark.

Actual Benchmark: Refers to the actual outcome determined when the KPI is measured or calculated. It represents the actual reality of the present situation. For example, if the actual "student to teacher ratio" is determined to be 24 students per 1 teacher it is the finding benchmark. A finding benchmark is also an internal benchmark.

Internal Benchmarks: Refer to benchmarks that are based on information from inside the program or institution. Internal benchmarks include target or finding benchmark data results from previous years. For example, a previous year's benchmark for "student to teacher ratio" could have been 15 students to 1 teacher and the finding benchmark for that year might have been 28 students per 1 teacher.

External Benchmarks: Refer to benchmarks from similar programs or institutions that are outside the program or institution. For example, external benchmarks for "student to teacher ration" could be 6 students to 1 teacher from a different program within the institution or another program outside the institution, or for institutions, it refers to other institutions (national or international).

KPI Analysis: Refers to a comparison and contrast of the benchmarks to determine strengths and recommendations for improvement. This is sometimes called "benchmarking." For example, KPI analysis could compare and contrast "student to teacher ratio" target and actual benchmarks from both internal and external data banks to determine strengths and recommendations for improvement.

New Target Benchmark: Refers to the establishment of a new or desired performance level or goal for the KPI that is based on the outcome of the KPI

analysis. For example, the new target benchmark for the "student to teacher" KPI might be 10 students to 1 teacher

- 7- A report with All KPI analysis should be written, explaining all the point of strength, and those need development and recommendations to be used in continuous improvement.

11.1.3. Quality assurance

To monitor the implementation of policies related to benchmarking processes and KPI system, the following KPIs are defined

- Number of KPIs assessed in the levels of programs, colleges and university
- The presence of the KPIs' assessment report for the whole university.
- Number of achieved KPIs (i.e. the actual benchmark equals or more than the target benchmark) as a proportion to the total number of all KPIs.
- NCAAA KPI-I-03: Students' evaluation of quality of learning experience in the programs; Average of overall rating of final year students for the quality of learning experience in the programs on a five-point scale in an annual survey

11.2. SWOT Analysis

Refer to the part 3 of this QMS "strategic planning".

Quality assurance: Number of the points of strength, weakness, opportunities and threats produced from the SWOT analysis

11.3. Internal and External Auditing system

The presence of an auditing system, either internally or externally, is an important tool in any quality management system for validation and evaluation of performance. According to the ISO 9001, "*An audit is a systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled*". The main aim of an audit to ensure that QMS is effectively implemented and maintained and that the institution objectives are achieved under the quality umbrella. An internal quality audit is performed by members of the institution, while the external audits are done by experts belonging to third party organizations, such as accrediting organizations. Quality must be verified by independent processes that can give confidence to everyone concerned that high levels of quality are being achieved. The NCAAA accreditation processes for higher education institutions and the programs provide this verification. There are three types of audits; first party (internal). Second party (by stakeholders) and third party (by e.g. accrediting bodies). KFU ensures that its quality system is validated in a cycle of 6 years through the self-study process which provide the framework for the internal, stakeholders and external validation.

11.3.1. The Responsible Units:

The Unit	Responsibility
The committee of self-study process in colleges.	• Implementation of the self-study process and writing the report for colleges
The committee of development and quality assurance	• Deal with the process of internal and external auditing in the colleges
The committee of self-study process in the University.	• Implementation of the self-study process and writing the report for colleges
The Deanship of development and quality assurance	• Deal with the process of internal and external auditing in the University

11.3.2. Self-study process

A self-study is a comprehensive review of the quality of all aspects of an institution's (Program's) activities. It is a central component of the internal quality assurance system, but also serves as the primary focus of external reviews by NCAAA.

Time for starting self-study process: in the beginning of the sixth year after accreditation or immediately if the university/program is not accredited. And for the new programs, one year before it graduates the first graduation batch.

11.3.2.1. Procedures

Management of self-study process:

- a. Form a team to lead the program self-evaluation:
 - Formation of the Steering Committee for the process of self-evaluation: preferably from outside the members of the quality committees in the College/University and not chaired by the Dean/Rector or vice rector
 - Formation of the final review and Evaluation Committee
 - Identify consultants from within the educational institution (university)
 - Identification of the External Auditor
 - It is preferable to form a committee for the first part of the self-study report (descriptive parts, program file and self-study program)
- b. Prepare a self-evaluation time plan
- c. Prepare a financial budget that meets the needs and activities of the evaluation process
- d. Dissemination of awareness campaigns on the process of self-evaluation: Awareness campaigns are for faculty and similar staff, technicians and staff involved and not involved in the self-evaluation process. Also awareness campaigns are for students, stakeholders, graduates, employers and others. The aim of the awareness campaigns is to introduce the process of self-evaluation and its benefits to the program and its graduates

- e. Formation and training of self-evaluation process committees:
Form sub-committees according to accreditation criteria to implement the self-evaluation process. The sub-committee shall be composed of a chairman, coordinator and group of members according to the sub-criteria of the main criterion for which the sub-committee is responsible. Members of the Sub-Committee shall be trained in the collection, compilation and analysis of information, evidence and evidence and self-study writing.
- f. Gather information and data and identify required indicators and evidence:
The members of the sub-committees should collect the information, data, evidence, evidence and evidence related to the standard of accreditation. During the compilation, the members of the sub-committees take into account the previous status of the program since the last accreditation process as well as the strengths and those that need improvement. The members of the subcommittees group what has been collected according to the criteria of the basic standard
- g. Data analysis:
The members of the sub-committees analyze the collected information, data and performance indicators to meet the sub-criteria. After the initial analysis of these data, the “Self-evaluation Scale for higher education” document should be filled.
- h. Writing a self-study report (SSR):
SSR can be used for first party (internal). Second party (stakeholders) and third party (External by e.g. accrediting bodies) evaluations.
 1. Initially the “Self-evaluation Scale for higher education” report is written and it is send for evaluation by the external evaluator (independent reviewer).
 2. The whole report with the independent reviewer opinion is sent to committee of internal auditing/or NCAAA (accrediting body) for internal, or external evaluation, respectively.
 3. The committee of internal auditing or NCAAA approve the report and direct the institution/program to begin writing the self-study report for institutions (SSRI) / for the program (SSRP)
 4. The institution/program write the SSR, seeks the opinion of the external reviewer and then send it for evaluation to the internal auditing/or NCAAA (accrediting body)
 5. For more information on how to write the SSRI or SSRP, refer to “handbook of quality assurance and accreditation”, part 2 published by NCAAA

11.3.3. Internal/external Auditing:

Internal or external auditing has the same procedure, however the evaluation team will be from within the institution in case of internal auditing, and from an independent external party of the institution such as NCAAA in the case of external evaluation (which is called the accreditation).

11.3.3.1. Procedures:

Steps of internal audit/Accreditation review:

1- Eligibility for Accreditation Review

Accreditation reviews may occur at several stages for both institutional and program assessments. Reviews may take place as soon as the first group of students has graduated from the institution or from the specified program. After the institution or program has been accredited, further reviews for accreditation will occur on a seven year cycle.

Other eligibility criteria are described in the [handbook of quality assurance and accreditation](#)", published by NCAAA.

2- Completion of an initial "self-evaluation scales for higher education "by the Program/institution in relation to standards for accreditation.

3- Acceptance of the application by the NCAAA and scheduling of dates for review.

4- Completion of a [Self-Study Report for institution \(SSRI\) / Programs \(SSRP\)](#) using the criteria and processes specified by the NCAAA.

5- Independent external review arranged by the NCAAA, including a site visit by a review panel

6- Decision on accreditation by the NCAAA after considering the recommendations of the external review panel.

Details of requirements for a self-study and the external review process are included in Part (3) of *Handbook for Quality Assurance and Accreditation of Higher Education Institutions*.

11.3.4. Quality assurance:

To monitor the implementation of Internal and External Auditing system, the following KPIS are defined

- Number of SSR-P in the last year
- Number of internal/external auditing reports in the last year
- Number of internal audits for programs in the University
- NCAAA KPI-I-02: Proportion of accredited programs; Proportion of programs with valid accreditation from approved accrediting bodies to the total number of programs in the institution

11.4. QMS continuous improvement

NCAAA accreditation standards stated in its criterion 2.5.9: "*The quality assurance system is subject to continuous assessment and improvement*". Continuous quality improvement is a part of total quality management concept to increase the ability of the system for self-correction and thus more focusing on the outcomes. Continuous quality improvement depends mainly of the PDSA cycle and the ability

of monitoring, evolution and “closing the loop”. The quality policies, processes and procedure should itself be a subject for continuous improvement in order to increase the efficiency of the system and rise its ability to fulfil its requirements.

11.4.1. The Responsible Units:

The Unit	Responsibility
The Deanship of development and quality assurance	<ul style="list-style-type: none"> • Perform annual reviews of QMS • Carry out the major revision of QMS

11.4.2. Annual review of QMS

11.4.2.1. Procedures:

- 1- Depending on the outcome of the quality process described in the QMS and the feasibility, practicability and efficiency of these process, the QMS is continuously reviewed (one a year as a minimum)
- 2- Tools of QMS reviewing my include surveys, observation from applicants, analysis of quality process outcomes, external, internal or stakeholders evaluations.
- 3- Any outcome form the reviewing process should be discussed by the deanship of development and quality assurance, the raised to the university authority for approval to be amended in the QMS version.

11.4.3. Major QMS review:

- 1- On 7 years cycle, the whole policies, processes and procedures of QMS are subjected to major revision
- 2- The Deanship of Development and Quality Assurance (DDQA) initiates the QMS revision process through the establishment of a committee for QMS revision (CQMSR). The committee is responsible for reviewing and updating the QMS.
- 3- The criteria, upon which DDQA members are chosen and the committee tasks are determined, are discussed in the DDQA an then illustrated in the administrative decision of the committee formation.
- 4- For revising QMS, CQMSR designs an action plan which should included assessment and benchmarking processes.

- 5- Following the benchmarking and assessment, an analysis and evaluation processes is applied, where points of strength and those need development are identified and recommendations are produced.
- 6- The assessment process consists of two parts: collecting QMS stakeholders' feedback (indirect assessment) and direct QMS assessment through challenging the system against pre-identified criteria mainly related to NCAAA standards and SAQF registration requirements.
- 7- Benchmarking is similarly to assessment through identification of benchmarking criteria and organization.
- 8- The analysis of the benchmarking and the assessment processes are brought together, and are subjected to more deep analysis to identify the QMS point of strength and those need development and to produce the recommendation, on which the QMS revision process was established.
- 9- According to the assessment and benchmarking processes recommendation, the QMS is revised. QMS revision will involve the following steps:
 - a. Revise QMS objectives
 - b. Put the proposed quality management system skeleton
 - c. Identify and revise quality process
 - d. Identify and revise quality procedures for each process
 - e. Identify and revise tools required to fulfil the procedure
 - f. Identify and revise type of input data required and the shape and format of output data for each procedure
 - g. Identify and revise key personnel, line of responsibility and authentication required
 - h. Identify and revise the time frame required for the procedure and cyclization
 - i. Identify and revise performance indicators for the process
 - j. Assess the vertical and horizontal complementation and compatibility between all the processes and all the sections, respectively
- 10-Validation through independent internal and external opinions:
 The initial draft of QMS is validated through seeking professional opinions from internal and external quality experts. Those expert are chosen according to predefined criteria identified by the CQMSR. The predefined criteria and the name of the internal and external reviewers are approved by the DDQA and the university higher authority. External and internal reviewing of QMS are asked according to the following criteria:
 - a.The quality management system framework
 - b.Relation to NCAAA institutional standards
 - c.Completeness and compatibility of the processes and procedures

- d. Appropriateness of the key personnel responsibility, data resources, timeframe, and performance indicators
- e. The horizontal and vertical harmony and compatibility

11-QMS Final draft and Launching

The final draft of QMS is produced after amendments of the initial draft according to the external and internal reviewers' opinion. The final draft and the whole QMS revising report is submitted for DDQA followed by the University higher authority for approval.

11.4.4. Quality assurance:

To monitor the implementation of QMS continuous improvement

- Number of amendment made to the QMS in a 5 years cycle

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