



الجامعة السعودية الإلكترونية
SAUDI ELECTRONIC UNIVERSITY
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Quality Management System Manual

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Introduction





.1 Introduction:



The Saudi Electronic University (SEU) places great emphasis on ensuring and monitoring the quality of all its operations and activities and on fostering a culture of quality and continuous improvement among its entire staff, making it an integral part of the university's daily activities. Therefore, SEU has ensured the creation of a comprehensive, clear, and public manual that explains its quality management system, and assists all its units and staff in implementing this system. The manual specifically aims to:

1. **Explaining the system and mechanisms** of quality assurance and control at the university.
2. **Clarifying roles and responsibilities assigned** to university entities and their staff in relation to mechanisms and activities of quality assurance and control.
3. **Enhancing continuous improvement processes** for all university activities.
4. **Maintaining stakeholder trust**, and ensuring the satisfaction of beneficiaries.
5. **Leveraging all available resources**, whether human, material or technological.
6. **Ensuring that all university activities are directed** towards achieving its mission and strategic objectives.





About the University





.2 About the University



The approval of the Custodian of the Two Holy Mosques, King Abdullah bin Abdulaziz was issued based on the royal decree no. 37409/B dated 10/9/1432 H, for the establishment of the Saudi Electronic University (SEU) as a government educational institution offering higher education and lifelong learning to complement other educational institutions under the umbrella of the Higher Education Council. SEU offers high-quality programs for all segments of society through the use of technology and modern educational patterns to provide students with a diverse and integrated educational experience. The university is also distinguished by the widespread presence of its branches across most regions of the Kingdom, including its headquarters in Riyadh and fourteen branches, which are: Dammam branch, Jeddah branch, Madinah branch, Qassim branch, Abha branch, Tabuk branch, Jazan branch, Alahsa branch, Hail branch, Najran branch, Yanbu branch, AlJubail branch, Alula branch and Alqurayyat branch.

The University's mission is as follows:

Providing high-quality, flexible education to all segments of society, based on technology and modern educational patterns, and producing and disseminating knowledge to effectively contribute to national and community development.

The scope also involves providing higher education and lifelong learning through e-learning applications and blended learning technologies, in addition to offering courses in continuous education and lifelong learning at affiliated colleges and centers.





The university has set three strategic goal in its 2021-2025 strategic plan to achieve its mission, which are as follows:

1. Providing outstanding education to a broad segment of learners to enable them to achieve their academic and professional ambitions.
2. Establishing an enabling environment to encourage scientific research and innovation within the framework of national aspirations and priorities and to effectively contribute to the creation of a knowledge-based future.
3. Achieving financial sustainability and improving spending efficiency.

The university is headed by the esteemed University President who manages its academic, administrative, and financial affairs, assisted by three vice presidents who supervise various deanships, administrations, departments, units and centers. Among them is the Vice President for Graduate Studies and Scientific Research, who supervises the Deanship of Development and Quality.





Deanship of Development and Quality





3 Deanship of Development and Quality



The Deanship of Development and Quality oversees quality assurance and control in all university activities and sends its reports and recommendations periodically to the university president or to the relevant committees and councils to take the necessary actions. The Deanship of Development and Quality oversees two vice presidencies that manage quality assurance and control processes at the University:

Vice Deanship for Quality and Academic Accreditation It oversees the implementation of the University's quality system and works on its continuous development, provides support to various university entities regarding their responsibilities towards quality assurance, and monitors the implementation of proposed improvement plans across all university units to ensure the continuity and success of improvement processes. The Vice Deanship also oversees the institutional accreditation and monitors the recommendations of the Education and Training Evaluation Commission (ETEC), in coordination with the relevant university entities. Additionally, its responsibilities include providing support and assistance for academic programs in terms of academic program accreditation.





3 Deanship of Development and Quality



Vice Deanship for Institutional Excellence: The Vice Deanship for Institutional Excellence is responsible for developing the organizational structure and preparing regulatory and procedural manuals for all entities at the University, documenting and assessing their effectiveness. It also focuses on developing all academic and administrative procedures in a way that serves the University's mission and strategic goals. In addition, the Vice Deanship provides necessary consultations for the University units that are working on preparing policy manuals, procedures, job description cards, and then revising and developing them. It also oversees the University's participation in local and international ranking indicators, involvement in institutional excellence awards, meeting their requirements, and supervising the internal awards at the university.





Several departments, administrations and committees contribute to supporting quality assurance and control processes at the University:

General Administration for Strategic Planning: Oversees the preparation, development and reporting of the University's strategic plan and monitors the strategic analysis tasks. It also supports the various university entities to ensure that their executive and operational plans are aligned with the University's strategic plan, thereby guaranteeing the achievement of its goals.



Data Management Office: The office is responsible for identifying and addressing the requirements and challenges related to data management, personal data protection, data collection, the presentation of measurement outcomes to various University entities.

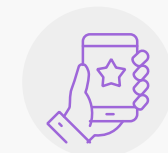


Decision Support Department: The department is concerned with data analysis, building evidence-based knowledge, making decisions based on reliable data and developing improvement plans.



Standing Committee for Quality Assurance: The Standing Committee for Quality Assurance, which is headed by His Excellency the University President and including all vice-presidents and deans, oversees all quality assurance activities at the University. Its scope of work includes the following:

1. Discussing and approving the operational plans of the University entities.
2. Discussing and approving reports and periodic performance indicators related to the implementation of the operational plans of the University entities.
3. Discussing and approving institutional performance indicators results.
4. Discussing and approving the periodic reports of the University's academic programs.
5. Following up on improvement plans to ensure that entities have closed the quality cycle.



To ensure coordination and integration between the Deanship of Development and Quality and other University entities, a Development and Quality unit has been established within all university vice presidencies to monitor quality, prepare reports, and coordinate directly with the Deanship of Development and Quality.





Quality Management System Methodology and Framework

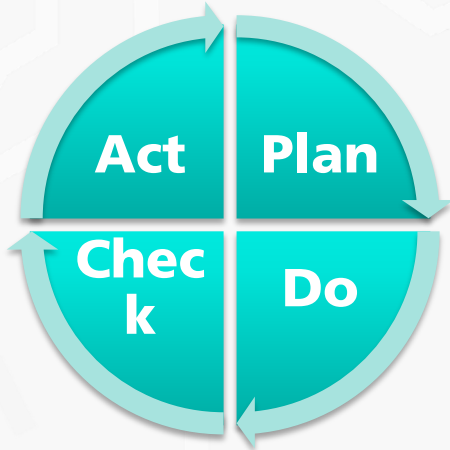




4 Quality Management System Methodology and Framework



4.1 Methodology



The University adopts a total quality management methodology to ensure the quality of all its activities, aiming to fulfill its mission and objectives and to satisfy all beneficiaries of its services. The University also aims to engage its entire staff in quality control processes and to ensure continuous improvement. Therefore, the University uses the Deming (PDCA) model to implement its comprehensive quality system, as illustrated in the following figure:

The University, with the participation of all its members, implements the four stages of this framework in all its activities within specific time frames and with clear responsibilities to ensure the comprehensiveness and continuity of improvement processes. The planning phase (**Plan**) includes identifying the essential characteristics of each activity in alignment with the University's mission and its strategic objectives, with the participation of all stakeholders if possible, by setting goals, methods of implementation, time duration, and measurement's tools and indicators. All entities must obtain approval for their activity plans from the Standing Committee for Quality Assurance, the Standing Committee for Strategic Planning or their equivalent depending on the area of specialization to ensure their appropriateness and alignment with the University's mission and strategic plan prior to implementation. Then, activities are carried out as planned in the implementation phase (**Do**). In the checking phase (**Check**), the activities are documented, data is collected and results are analyzed in light of the goals, performance indicators, and periodic review tools. A report is prepared including an improvement plan (**Act**) to be considered in the next planning and execution phase to ensure the quality cycle is closed.





4.2 Quality System Framework



The quality system at the SEU adopts the institutional standards set by the National Center for Academic Accreditation and Evaluation as a framework for implementation, and this is due to two reasons: The first is the comprehensiveness of the standards, as they cover all components of academic institutions, and the second is their relevance to the local context of higher education in the Kingdom. The institutional standards cover eight areas as follows (Appendix 1):

- 1) Vision, Mission and Strategic Planning
- 2) Governance, Leadership, and Management (organizational structure, boards and high committees, leadership and management, systems, policies and procedures, quality assurance management, integrity, transparency and ethics).
- 3) Education and Learning (academic program design and development, graduate attributes and learning outcomes, assurance and enhancement of academic program quality, educational partnerships, graduate studies, learning resources).
- 4) Students (student admission, student rights and responsibilities, counseling and guiding, international students, student services and activities, graduates).
- Faculty members and Staff (Hiring and Retention, Professional Development and Evaluation).
- 6) Institutional Resources (financial resources and budget, information technology, facilities and equipment, safety and risk management).
- 7) Scientific Research and Innovation (Planning and Management of Scientific Research, Scientific Research and Innovation Support).
- 8) Community Partnership.





4.3 Assessment Tools



The University employs a variety of appropriate measurement tools to assess its various activities, including surveys, focus groups and performance indicators. The following sections will detail the most important surveys used and institutional performance indicators, which will be elaborated later in this manual under the relevant activities. Assessment tools are regularly reviewed in collaboration with relevant stakeholders and in conjunction with the periodic review of the Quality Management Manual as part of the University's policy and procedure review processes.





4.3.1 Surveys

Opinion surveys include electronic questionnaires that contain objective quantitative measurements, in addition to open-ended questions to ensure that participants are given the opportunity to express their opinions. Questionnaires are distributed centrally by the Deanship of Development and Quality to increase the credibility and impartiality of the results. The Deanship of Development and Quality sends the survey results to the relevant University entities for review, analysis, reporting and the development of appropriate improvement plans if needed. Below is a list of the most prominent opinion surveys used at the University.

1. Academic Programs Evaluation Survey
2. Course Evaluation Survey
3. Faculty Members and Staff Satisfaction Survey of Services and Facilities
4. Student Satisfaction Survey of Services and Facilities
5. Overall Satisfaction Survey for Faculty Members Regarding the University
6. Overall Satisfaction Survey for Employees Regarding the University
7. Employer Satisfaction Survey of SEU Graduates
8. Graduates Satisfaction Survey of the University.
9. Effectiveness Measurement Survey for Councils and Committees





4.3.2 Performance Indicators



The university primarily uses the performance indicators proposed by the Education and Training Evaluation Commission for institutional and program accreditation to measure the quality of its activities, as they are aligned with the center's standards, which are used as a framework for the university's quality management system. In addition, many other performance indicators are used to measure the performance of various activities at the University, such as the performance indicators of the strategic plan, which are identified during the planning stage and measured during reviews and the issuance of periodic reports for each activity.

4.3.3 Focus Groups Discussions

The University uses focus groups to obtain more detailed results for evaluating some of its activities, especially those that require a deeper understanding, such as discussions with students or faculty members regarding the quality of programs and services.





4.4 Documentation and Reporting



All university entities (vice presidencies, deanships, administrations, and colleges represented by academic programs) develop an operational plan for their activities - based on the targeted time period for repeating their activities - aligned with the University's strategic plan and including goals, activities, timeline, and performance indicators to measure the goal achievement. Also, all university departments are committed to documenting all their activities, measuring their performance indicators, analyzing the results of their periodic review (in light of the review processes below) and developing necessary improvement proposals to be integrated into the operational plan for the upcoming period, as well as preparing a report on this. This will be monitored to ensure its quality and implementation as follows:



Entities shall submit their periodic operational plans- often aligned with the beginning of the fiscal or academic year- including objectives, activities, implementation mechanisms, and targeted performance indicators to the Deanship of Development and Quality for review and to ensure their alignment with the university's strategic plan, and for approval by the Standing Committee for Quality Assurance (Annex 2: Proposed Form for the Operational Plan).



At the end of the plan implementation, the entity must document all activities it has undertaken, measure the targeted performance indicators, analyze the results of the periodic review, develop necessary improvement plans, and prepare the relevant report (Annex 3). Proposed Form for the periodic report). The responsible entity shall send the report to the Deanship of Development and Quality to be reviewed, presented and approved by the Standing Committee for Quality Assurance, and then included in the University's comprehensive annual report.





Review Processes





5 Review Processes



The University relies on a comprehensive mechanism to regularly and systematically review and improve all its academic, technical and administrative processes to ensure their alignment with the University's strategic goals and fulfillment of its mission.

5.1 Mission and Strategic Planning

The University pays great attention to its mission and strategic plan as they are the main guide for all its operations, academic, technical and administrative activities. Therefore, a comprehensive mechanism has been established for periodic review and regular improvement.



5.1.1 University Mission

The University's mission must be reviewed every five years in conjunction with the comprehensive five-year review of the strategic plan, or when there is an urgent need to change it in response to certain external factors such as changes in the nature and role of the University.



The General Administration for Strategic Planning studies the developments and updates in national development and the fundamental changes in the nature of the University or its missions. It consults all stakeholders to ensure that its current mission is appropriate and aligned with its tasks, and to determine whether there is a need to update or change it. If the study and review process reveals a need to change or update the message, the following steps shall be taken:

1. **The General Administration for Strategic Planning** must develop a proposal that includes the reasons that led to updating or changing the university's mission, and the proposed mission after considering the opinions of all stakeholders regarding its appropriateness and ensuring its alignment with the local and global educational directions and the national developmental needs.





2. The proposal must be sent to the Standing Committee for Strategic Planning at the university, as it is the committee responsible for the University's strategic directions.
3. When the committee approves the proposal including the mission, the proposed message must be referred to the University council.
4. If the university council approves the revised mission, the mission will be adopted and all stakeholders will be informed accordingly. The revised mission will be considered during the comprehensive review of the strategic plan.

5.1.2 Strategic Plan



The University reviews its strategic plan in two stages: annually and every five years. On annual basis, it ensures the success of its plan in achieving its mission and strategic objectives and to report on proposed performance indicators, and every five years (comprehensive) to verify that its plan aligns with national trends, community needs, and the aspirations of all stakeholders in preparation for building its next five-year strategic plan.

1. **Annual Review of the Strategic Plan:** The General Administration for Strategic Planning annually shall review the University's strategic plan to ensure its implementation and progress towards achieving its goals and annual performance indicators, as well as any emergency changes that may affect its progress or directions. It develops a report that clarifies the results of performance indicators and improvement plans if there are any deficiencies or variables that require improvement. The report is presented to the Standing Committee for Strategic Planning or its equivalent for discussion and approval.





2. **Comprehensive Review of the Strategic Plan:** The General Administration for Strategic Planning must conduct a comprehensive review of the university's five-year strategic plan, evaluating its success in achieving its goals, the obstacles encountered in its implementation, and as a preliminary step for updating or creating the next five-year strategic plan. This is followed by conducting a comprehensive analysis of local and global situations and changes, national development plans and any changes to the nature of the university and its missions as a second step to update or create the following five-year strategic plan. The General Administration for Strategic Planning must submit a report to the Standing Committee for Strategic Planning or its equivalent, which in turn establishes the general guidelines for the next five-year strategic plan in preparation for its formulation with the participation of all stakeholders and its approval by the University Council.





5.2 Councils and Committees

The University shall develop clear policy and procedures for forming standing committees to ensure their necessity and to prevent their tasks from conflicting with those of other committees or functional roles within the University. Due to the important role of councils and committees in the governance and management of the University, the university is keen on regularly reviewing the effectiveness of its councils and continuously improving their performance.

The University Presidency office shall review the effectiveness of the University councils and their standing committees at the end of each academic year, issuing a comprehensive report that includes improvement plans if the review results indicates the need for that. This report shall be presented to the Standing Committee for Quality Assurance to discuss and approve any recommendations, and improvement plans it contains and to notify the responsible authorities accordingly. Periodic review processes shall include an evaluation for each board and standing committee separately, and the results and recommendations must be sent to the relevant authorities to develop improvement plans if necessary.

If the review process results reveal an overlap in the mandates of some committees or indicate their ineffectiveness, the Standing Committee for Quality Assurance shall discuss modifying the powers of the committees or dissolving them, if necessary, in a manner that does not conflict with the applicable regulations and rules. The steps for periodic review and improvement for committees and councils are as follows:





- The periodic review surveys for councils and committees shall be sent to all members of the council or committee by the Deanship of Development and Quality.
- The results of each committee will be analyzed by the University Presidency Office separately. If further study is needed based on the results, the University Presidency office must request a focused discussion session with the committee members to review the results and develop appropriate improvement plans. The Office shall also review a sample of the minutes for the board or committee to ensure the comprehensiveness of the review process.
- The University Presidency's Office must prepare a comprehensive report on the effectiveness and efficiency of the councils and committees at the University in light of the review processes. It also includes improvement plans, if necessary, and is presented, discussed, and approved by the Standing Committee for Quality Assurance.

5.3 Policies and Procedures

The University must have a clear mechanism for developing policies, procedures, and regulations to ensure their necessity, efficiency and compliance with the internal university policies and regulations, as well as their consistency with the policies, procedures, and regulations of higher education in the Kingdom. The Deanship of Development and Quality shall review all the University's policies, procedures and regulations, within the scope of its legally authorized responsibilities and in a manner that does not conflict with the higher education policies, procedures and regulations applicable in the Kingdom. This review process aims to:





- Ensuring the need for the policy and the followed procedure.
- No conflict between the implemented policies and procedures.
- Implementing the policy and procedure for the intended purpose.
- Making changes that aim to increase the effectiveness and clarity of the implemented policy or procedure.





The Deanship of Development and Quality reviews all the policies and procedures in collaboration with the entity responsible for the policy or the procedure, according to the following mechanism:

- The policy and procedure shall be reviewed every two years since their inception.
- The Deanship of Development and Quality submits a request to the entity responsible for the policy or procedure to review the policy or procedure in collaboration with all beneficiaries of the policy or procedure by answering the following questions: 1) Is the policy/procedure functioning effectively and efficiently? 2) Is the policy/procedure consistently applied? 3) Is there any conflict with another policy/procedure within the university, 4) Does the policy and procedure achieve the intended goal for which it was established? Is the policy clear, written, and communicated to all beneficiaries? 6) Are there any changes or modifications that could enhance the clarity or ease of application of the policy/procedure while still achieving its intended purpose?
- The entity responsible for the policy/procedure sends a report to the Deanship of Development and Quality, along with a request for changes in the policy or procedure if any.
- The Deanship of Development and Quality presents the required changes to the General Administration of Legal Affairs and Governance, and then to the Permanent Committee for Governance or its equivalent for discussion and approval.
- If the policy or procedure requires higher-level approvals, such as the University Council, the request shall be submitted to obtain the approval.
- Upon approval of the amendments, the entity responsible for the policy/procedure shall submit a revised version for upload to the University's policies and procedures repository and notify all beneficiaries to commence implementation.





5.4 Academic Programs

The educational process is the University's primary mission; therefore, a separate manual has been developed to describe in detail the mechanism used to ensure the quality of its academic programs in terms of design, review, and improvement (Appendix 4). This manual is divided into two sections: The first addresses program design, while the second covers program review and improvement. Program design is conducted in accordance with defined standards, rules, and mechanisms that ensure the design is comprehensive and aligned with the University's nature, objectives, evolving academic developments, standards, and local development requirements. For review purposes, the University evaluates its programs on two levels: an annual periodic review, and a comprehensive review carried out in conjunction with each program's academic accreditation.



The University has also developed a learning, teaching and assessment strategy that sets out its educational philosophy and model, learning objectives, teaching strategies, and assessment methods used to achieve its educational goals and ensure the quality of its academic programs' implementation.

Given the large number of the University's branches, and to ensure consistent learning, teaching, and assessment procedures across all branches, the University follows a centralized management style for all academic programs. Each program is overseen by a single department head across all branches, assisted by the program's quality coordinator, course coordinators, and the development and quality coordinator in the department/college.





The program quality coordinator monitors the program quality at all university branches, where they collect and analyze the necessary data from all branches, and prepare reports for the program's periodic reviews. The course coordinator supervises all teaching procedures, course evaluation, and quality of implementation according to the approved course description across all University branches, analyzes the evaluation results, and prepares the periodic report for the course immediately after its completion.





5.5 Partnerships

The University has many local and international partnerships, for which it has allocated a department responsible for partnerships and international cooperation. The University has clear policies and procedures that outline the standards and mechanisms for establishing local and international partnerships to ensure they meet the university's goals, interests, and strategic plan. The Department of Partnerships and International Cooperation is responsible for reviewing and evaluating all partnerships at the University. The Department has developed a comprehensive manual outlining the standards for establishing and developing local and international partnerships, the methods for evaluating their effectiveness, and the procedures for improvement or termination if the partnership is deemed unproductive (Appendix 5).



The Deanship of Development and Quality reviews all the University partnerships in collaboration with the entity responsible for partnerships and international cooperation, according to the following mechanism:

- The Department of Partnerships and International Cooperation conducts an annual review of all existing University partnerships in accordance with the mechanism and tools outlined in the manual (Appendix 5). The evaluation process is conducted by studying the completion rates and performance indicators set for each partnership and the extent of its ongoing benefit to the University or the community.
- The Department of Partnerships and International Cooperation prepares an end-of-fiscal-year report that includes the results of partnership evaluations, improvement plans and mechanisms, as well as the achievements implemented during the year (Appendix 3: Proposed template for the periodic report).





- The Department of Partnerships and International Cooperation sends the report to the Deanship of Development and Quality for review, presentation, and approval by the Standing Committee for Quality Assurance.
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the Department of Partnerships and International Cooperation. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





5.6 Learning Resources

The University's Department of Knowledge Resources oversees all learning resources across all programs and branches of the University. The Department of Knowledge Resource plans to provide educational resources to all curricula by coordinating with academic departments to understand their needs for knowledge resources to support the educational process in academic programs. The Deanship of Development and Quality reviews the quality of learning resources at the University in collaboration with the Department of Knowledge Resources, according to the following mechanism:



- The Deanship of Development and Quality surveys the primary beneficiaries of the University's learning resources (namely, students and faculty members across all programs and branches) regarding the quality, adequacy, and relevance of these resources to both the educational and research processes.
- The results were sent to the Department of Knowledge Resource for study and taking appropriate improvement measures. The Deanship of Development and Quality also sends the survey results to the academic programs to utilize them in writing their annual report and developing improvement plans to address any deficiencies, if found.





- The Department of Knowledge Resources prepares an end-of-academic-year report, including the results of the learning resources quality evaluation, improvement plans and mechanisms, as well as the achievements implemented during the academic year (Appendix 3: Proposed template for the periodic report).
- The Department of Knowledge Resources submits the report to the Deanship of Development and Quality for review, presentation, and approval by the Standing Committee for Quality Assurance.
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the Department of Knowledge Resources. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





5.7 Information Technology (IT)

The University places strong emphasis on the quality of its technical and e-learning services provided to students and faculty members, in order to foster an outstanding learning environment, given the pivotal role that technology and e-learning play in its mission. Therefore, the University established the Administration of Information Technology, which aims to ensure the quality of the technical and e-services provided to students and faculty members. The Administration plans to meet the technical and electronic needs of all University entities and academic programs by identifying their technical and electronic requirements.



The quality of the technical and e-services provided to students is measured impartially by the Deanship of Development and Quality, according to the following mechanism:

- The Deanship of Development and Quality surveys the opinions of students and faculty members across all University branches and programs regarding the quality of the technical and electronic services provided to them.
- The results are sent to the Administration of Information Technology for analysis and evaluation, and then to determine the required improvement measures if any. In addition to sending the results of the survey on students and faculty members' opinions about technical and e-learning services to the academic programs for review and inclusion in the annual program report.





- The Administration of Information Technology analyzes survey results and reviews technical support tickets submitted by students and faculty members through “Daam” platform, in order to identify the challenges, they face and implement the necessary improvements. Focus groups with a sample of students or faculty members are utilized when there is a need for more information. In addition, the Administration of Information Technology conducts regular inspections at the beginning of each semester to ensure the readiness of technical services and electronic devices provided to students and faculty members for the educational process.
- At the end of the fiscal year, the Administration of Information Technology prepares a report that includes its objectives, achievements, performance indicators, the results of the evaluation of technical and electronic service quality, and the related improvement plans and mechanisms (Appendix 3). Proposed template for the periodic report).
- The Administration of Information Technology sends the report to the Deanship of Development and Quality for review, presentation, and approval by the Standing Committee for Quality Assurance.
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the Administration of Information Technology. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





5.8 Student Services

5.8.1 Extracurricular Student Activities

In view of the significant role that extracurricular activities play in strengthening students' identity and supporting the achievement of the University's graduate attributes, the Deanship of Student Affairs pays great attention to the extracurricular activities offered to students. Extracurricular activities are planned annually by the Deanship of Student Affairs, in collaboration with University branches and academic programs. During the planning process, these activities are aligned with the University's graduate attributes and are designed to support students' personal and professional development. The annual plan is approved by the University council, and activities are implemented by the academic programs at the University branches under the supervision of the Deanship of Student Affairs. Extracurricular student activities are reviewed through the following mechanism:

- Student opinions are surveyed through a program evaluation questionnaire conducted by the Deanship of Development and Quality at the level of programs and branches, and the results are sent to the Deanship of Student Affairs for study and to take improvement measures if necessary. In addition to sending the results to the academic programs for review and inclusion in their annual reports.
- The Deanship of Student Affairs also regularly analyzes student feedback through surveys that are distributed directly to participating students after each activity.





- The Deanship of Student Affairs prepares a detailed report at the end of the academic year documenting all activities across branches, colleges, and programs, as well as the results of surveys at the level of branches, colleges, and programs, and establishes the necessary improvement plans (Appendix 3) Proposed template for the periodic report).
- The report is sent to the Deanship of Development and Quality for review and presentation to the Standing Committee for Quality Assurance for discussion and approval.
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the Deanship of Student Affairs. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





5.8.2 Student Support and Advising

The University has developed an Advising manual that outlines the process for providing academic support and advising to students. This support is delivered across all university branches by the academic programs, in accordance with the mechanisms detailed in the manual (Appendix 6). The quality of the academic support and advising provided to students is measured independently by the Deanship of Development and Quality, according to the following mechanism:

- The Deanship of Development and Quality surveys students' opinions on the quality of the academic support and advising provided to them.
- The results are sent to the Deanship of Student Affairs for review and to develop necessary improvement plans. The results are also sent to academic programs for review and to report on their outcomes in the program's annual report.
- The Deanship of Student Affairs analyzes the results of student evaluations for support and counseling services and documents the results in an end-of-year academic report. This report includes goals, achievements, and performance indicators related to student services associated with student support and advising. It also outlines areas for improvement and plans to utilize these in shaping and implementing strategies for the following year (Appendix 3) Proposed template for the periodic report).
- The report is sent to the Deanship of Development and Quality for review, presentation, and approval by the Standing Committee for Quality Assurance.
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the Deanship of Student Affairs. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





5.9 Faculty Members and Staff



5.9.1 Job Satisfaction

The University is committed to fostering a supportive work environment for faculty and staff to enhance their effectiveness and contribute to institutional excellence. Accordingly, the Administration of Human Resources regularly measures overall job satisfaction among faculty and staff, according to the following mechanism:

- The Deanship of Development and Quality surveys job satisfaction among all faculty members and staff through electronic questionnaires sent in a neutral and independent manner. Job satisfaction surveys include items related to faculty and staff evaluations of their supervisors. The results are also shared with the relevant entities to be considered in the assessment of University leadership.
- The Deanship sends the satisfaction measurement results to the Administration of Human Resources, which studies and analyzes the results at all levels and develops the necessary improvement plans to address any deficiencies.
- The Administration of Human Resources prepares an end-of-year financial report on the results of the surveys and improvement steps, which is discussed and approved by the Standing Committee for Quality Assurance (Appendix 3) Proposed template for the periodic report).
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the Administration of Human Resources. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





5.9.2 Performance Evaluation

The University is committed to the continuous improvement of the performance of faculty and staff members. Therefore, the Administration of Human Resources annually evaluates the job performance of all faculty and staff members in collaboration with the academic programs and support departments at the University. The evaluation results identifies the training needs of faculty members and staff, developing their performance, and assisting the University in making decisions related to their promotions and contract renewals.

The Administration of Human Resources designed a special survey to evaluate the performance of faculty members, taking into account their various roles and responsibilities, as well as a number of competencies predetermined by the Administration and aligned with the King Salman Program for Human Resources Development. The evaluation consists of two parts: A part where the objectives and performance indicators are defined, and a part where the general job competencies are defined. The evaluation elements include the faculty member's performance in teaching, student evaluations within the periodic course assessment, academic and research activities, university and administrative service, and community partnership activities. The evaluation process is as follows:

- **At the beginning of the academic year**, the department head meets with the faculty member to review and discuss the evaluation form. Together, they agree on the objectives, performance indicators, and the relative weight assigned to each objective and competency.
- **At the end of the academic year**, the faculty member submits evidence demonstrating the achievement of the agreed-upon goals and performance indicators to the department head, who in turn conducts the evaluation and fills out the form.





- After completing the evaluation process and filling out the form by the department head, and at the beginning of the following academic year, the department head discusses the evaluation results with the faculty member and any improvement measures if any, and the evaluation results and improvement measures are taken into account in setting objectives and evaluation indicators for the next academic year following the year of evaluation.
- The department head and faculty member sign the filled evaluation form, which is then filed in the faculty member's file in the academic department, while the faculty member retains a copy.





As for the University's administrative staff, the University follows the system and templates set out by the Ministry of Human Resources and Social Development for this purpose. The employees are divided into two categories in terms of evaluation: Occupants of leadership (supervisory) positions, and occupants of executive (non-supervisory) positions. The Ministry of Human Resources and Social Development has developed an evaluation model for each employee category. The model includes a set of objectives and performance indicators determined by the employee's direct supervisor in collaboration and agreement with the employee. It also includes a number of competencies with assigned relative weights. The evaluation process is carried out according to the following mechanism:



- **The employee's direct supervisor**, in coordination and agreement with the employee, sets the objectives, competencies, relative weights, and targeted outcomes for each at the beginning of the performance cycle, which typically coincides with the start of the fiscal year. The evaluation form is then completed, and both parties receive a signed copy.
- **In the middle of the performance cycle**, the employee discusses with the department head the extent of their progress in achieving the goals and performance indicators, and any actions taken to improve performance.
- **At the end of the performance cycle**, which is after a year of the performance cycle and usually coincides with the end of the fiscal year, the direct supervisor evaluates the employee according to what is agreed and signed on the form, mentioning the areas that need improvement for consideration in planning the next year's performance cycle.
- **The manager and the employee sign the evaluation result**, which are then sent to the Administration of Human Resources for filing and future reference as needed.





5.10 Academic Leadership

The University's academic leadership consists of: University's vice president, deans and their vice-deans, and heads of departments and centers. The direct supervisor conducts the evaluation for each leader. The University President evaluates the relevant University Vice Presidents, the Vice Presidents evaluate the respective Deans, the Deans evaluate the relevant Vice Deans, and the Vice Deans evaluate the heads of the respective departments and centers. The evaluation process is conducted according to the adopted mechanism and the model used in evaluating employees who assume managerial and supervisory roles and positions. This model includes the objectives and expected performance indicators for each leader, as well as the targeted competencies and their relative weights.



5.11 Financial Resources and Budget

The University plans its financial budget annually in a way that supports its mission, objectives, and strategic plan, with participation from all relevant stakeholders. At the end of the fiscal year, the General Administration of Budget and Financial Affairs prepares a comprehensive report documenting the execution of the annual budget as planned and proposes plans to address any shortcomings in implementation.





5.12 Facilities and Equipment

The University is committed to the continuous improvement of its facilities and equipment. Accordingly, the Deanship of Development and Quality conducts an annual survey to gather feedback on these facilities and equipment from all beneficiaries, including students, faculty members, and staff. The results are sent to the University's Vice Presidency for Shared Services to identify any deficiencies in the facilities and equipment across all the University's branches, if any, and to develop the necessary improvement plans for implementation.

The Deanship of Development and Quality sends the students' evaluation results to the academic programs for consideration during the annual review and program report writing. Programs take improvement steps in coordination with the University's Vice Presidency for Shared Services regarding facilities and equipment for the programs at all University's branches.





5.13 Scientific Research



The University's Deanship of Graduate Studies, Research and Innovation annually plans scientific research activities in alignment with the University's mission, strategic directions, and its human and material resources, in coordination with the academic colleges at the University. The plan includes research priorities, implementation objectives, targeted performance indicators, and provided support mechanisms. The review process is conducted according to the following mechanism:

- The University's Deanship of Graduate Studies, Research and Innovation documents at the end of the academic year the scientific research activities that were implemented and prepares a report on this matter, which outlines and evaluates the achievements, the extent to which goals were met, performance indicators, and identifies areas and plans for necessary improvements (Appendix 3) Proposed template for the periodic report).
- The report is sent to the Deanship of Development and Quality for discussion and approval by the Standing Committee for Quality Assurance.
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the University's Deanship of Graduate Studies, Research and Innovation. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





5.14 Community Service

The Community Service Administration, in collaboration with the University's academic colleges, develops an executive plan for community partnership that aligns with the University's mission and strategic plan, clarifying the objectives, support methods, implementation, and targeted performance indicators.

The review process to accomplish this plan is conducted according to the following mechanism:

- At the end of each calendar year, the Community Service Administration documents the University's community partnership activities and writes a report detailing the achievement of goals, target performance indicators, analysis of the results of the beneficiary satisfaction evaluation of community services, strengths and weaknesses, the extent of achieving outcomes, and incorporating improvement plans based on the report findings (Appendix 3) Proposed template for the periodic report).
- The report is sent to the Deanship of Development and Quality for review, discussion, and approval by the Standing Committee for Quality Assurance.
- The Deanship of Development and Quality regularly monitors the progress of improvement plans by requesting proof and evidence of achievement from the Community Service Administration. The progress of these improvement plans is discussed in the Standing Committee for Quality Assurance.





Appendices

- Appendix 1: Institutional Accreditation Standards:

Appendix 1

- Appendix 2: Proposed model for the operational plan:

Appendix 2

- Appendix 3: Proposed template for the periodic report:

Appendix 3

- Appendix 4: Academic Programs Design and Review Manual:

Appendix 4

- Appendix 5: Mechanism for Building and Evaluating Partnerships:

Appendix 5

- Appendix 6: Comprehensive Procedural Manual for the Academic Advising Unit:

Appendix 6



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