



# Deanship of Quality Strategic Plan (1435-1440H)



## Contents

Subject	Page
<b>Introduction</b>	3
Objectives of Deanship	3
Organizational Structure	4
Executive Summary	5
Environmental Scan	6
Vision, Mission & Values	11
Strategic Objectives	12
Initiatives	13
Key Performance Indicators	15
Action Plan	17
Risk Plan	25
Match between Deanship Strategic Objectives with University	27
Strategic Plan Committee	28



## Introduction

Based on our past learning from first strategic plan (1429-1434) and future determination to achieve excellence in quality assurance at King Saud University, the Deanship of Quality has launched to set up its new Strategic Plan (1435-1440).

Deanship of Quality has successfully completed its first strategic plan last year (1429-1434). The achievements of strategic objectives and KPIs of first strategic plan (1429-1434) were reviewed through Balanced Scorecard submitted to the Deanship of Development. It was noted in the previous plan that many projects, initiatives and KPIs were too ideal in nature resulting into difficulties in making them operational and doable. It was because the deanship was in the developmental phase and was in the process of setting up a system of Quality Assurance. Secondly, the management of the university also assigned few task to specialized departments and deanship was no longer responsible for them.

Keeping in view the above, the new Strategic Plan of the Deanship of Quality is based on our past learning and future determination to achieve excellence in quality assurance at King Saud University.

The development of the strategic plan was multistage.

1. A thorough review of previous strategic plan was done to see its strengths and areas for improvement.
2. Based on its results, Dean of Quality formulated a team from the Deanship under the supervision of Vice Dean for Quality Assurance (The names of committee members are given at the end.)
3. A series of meetings were convened in which the strategic plan revision was discussed and finalized.
4. The draft version of the strategic plan was submitted to the Dean of Quality for his input and recommendation.
5. Once all suggestions were incorporated, final version of the Strategic plan was developed.

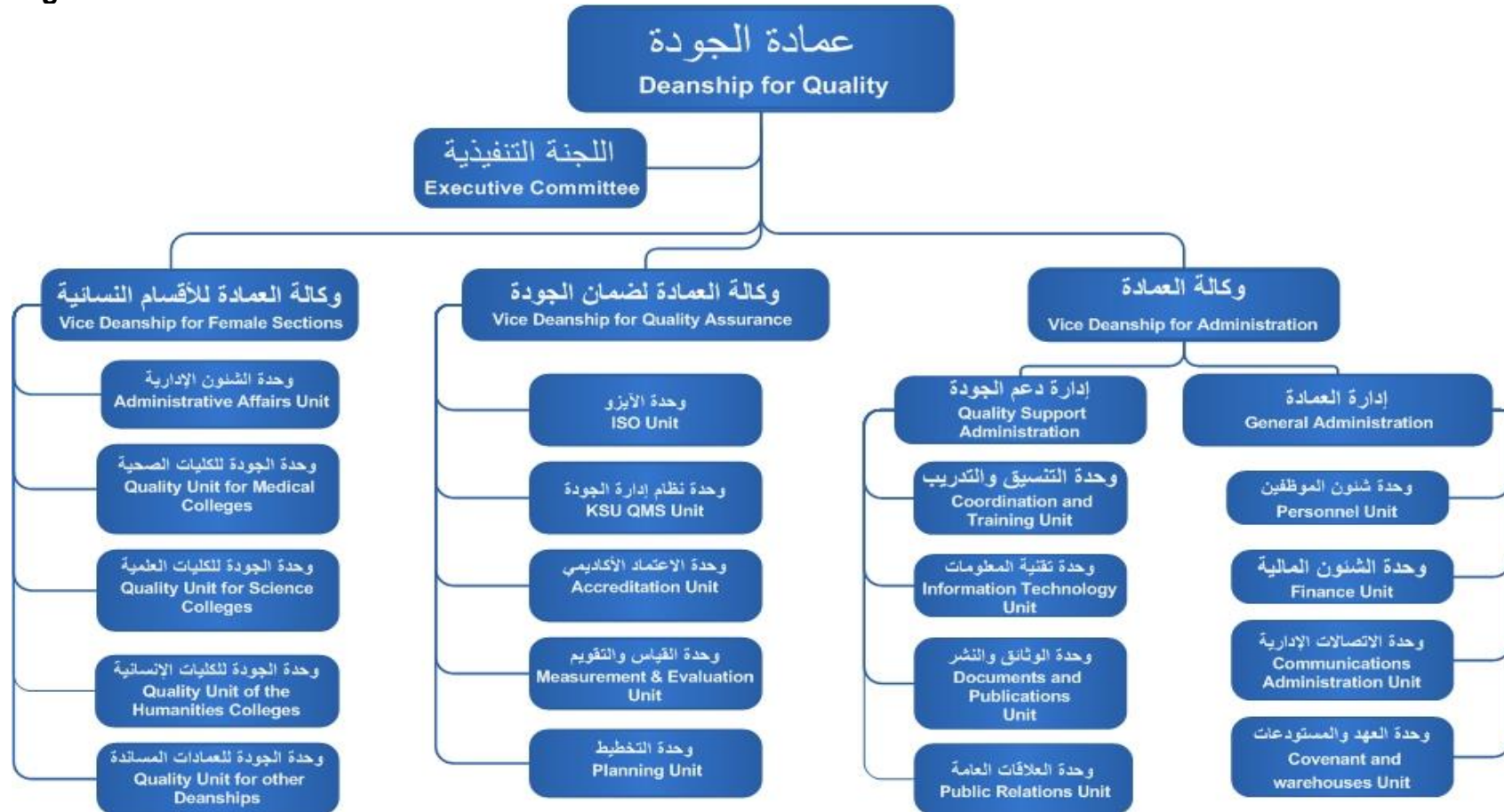


### **The Objectives of the Quality Deanship**

1. Provide support and advice to all university units in respect of quality and academic accreditation.
2. Enhancement of quality and performance across the university and its administrative and academic units.
3. Establishment of Scientific and Professional relations between the university and similar institutions reputed in quality and academic accreditation.
4. Build distinguished quality, evaluation and academic accreditation expertise in university education.
5. Undertake all that is necessary to fulfil the objectives and tasks of the administration.



## Organizational Structure





## **Executive Summary**

The Quality Deanship strategic plan at King Saud University is divided into two main parts; the first part includes quality Deanship introduction, and the results of the external and internal environmental analysis (strengths, weaknesses, opportunities and threats) through SWOT Analysis.

The second part presents the vision, mission, strategic objectives, initiatives and projects. Key performance indicators for the accomplishment, project duration and the needed budget are also stated.

## **Environmental Analysis**

The Quality Deanship implemented a number of sessions to analyze its internal and external environment ( to identify its strengths, weaknesses, opportunities and threats).The following results have been obtained:



## Internal Environment

### - Strengths

1. Commitment and support of top management of the university.
2. Material and moral support for the application of quality systems.
3. The availability to attracting experts and consultants in the field of quality and academic accreditation.
4. The existence of standards and regulations for quality and academic accreditation.
5. Suitable environment for the application of quality systems.
6. Clear policies to apply the quality systems.
7. Encouraging participation in conferences, workshops and seminars of quality and academic accreditation
8. The presence of highly qualified consultants and experts to build and apply quality systems.
9. Availability of capacity building training programs for academic and administrative deanship staff .



## - Weaknesses

1. Lack of awareness of certain employees categories at the university to the importance of quality systems application
2. The need for more trained and qualified consultant to work for Deanship of Quality.
3. Some university employee's resistance to change, especially seniors to quality systems application.
4. Lack of single point data resource to facilitate colleges and programs in application of quality.
5. Less support from the Deanship of Quality to colleges in their endeavors for quality.

## External Environment

### - Opportunities

1. Political leadership Support national universities to gain high international ranking.
2. The existence of university world classification systems that university is seeking to obtain advanced rank on it.
3. Budget existence for quality and academic accreditation.
4. University high reputation and image in the national and international community.
5. The existence of the National Commission for Assessment and Academic Accreditation.





### - Threats

1. The magnitude of the university and the large size and diversity of colleges and branch specialties.
2. The need to change the culture of the university employees towards quality and its applications.
3. The need to change some of the university systems to adapt with quality systems.
4. Failure to ensure the continued financial support.
5. The continuation of support and commitment of top management for the quality application.
6. The continuation of activation and application of internal quality systems in various colleges and units.

### Tools for comparison analysis

In our strategic plan, we used SWOT analysis technique which includes some tools such as questionnaires (Faculty and Staff), interviews with top management in the university and external stakeholders, focus group, workshops, inspection of documents.



**Benchmarking and best practices**  
- **National universities**

King Saud University	King Abdul-Aziz University	Al-Imam Mumahhad Ibn Saud Islamic University	King Fahd University for Petroleum and Minerals	Umm Al-Quar University
<p>Deanships</p> <ul style="list-style-type: none"> <li>• Deanship of Quality</li> <li>• Deanship of Development</li> <li>• Deanship of Skill Development</li> </ul>	<p>Vice President for Development</p> <ul style="list-style-type: none"> <li>• Total quality management</li> <li>• Strategic plan department</li> <li>• Academic assessment unit</li> <li>• Deanship of library affairs</li> <li>• Deanship of distance learning</li> <li>• Deanship of information technology</li> <li>• Center for teaching and training development</li> <li>• Cultural relations</li> </ul>	<p>University Administration</p> <ul style="list-style-type: none"> <li>• Vice-Rector for Studies, Development, and Academic Accreditation</li> </ul>	<p>Deanship of Academic Development</p> <ul style="list-style-type: none"> <li>• Teaching and Learning Center</li> <li>• Program Assessment Center</li> <li>• E-learning Center</li> <li>• Testing &amp; Evaluation Center</li> </ul>	<p>Deanship</p> <ul style="list-style-type: none"> <li>• Deanship of university development and quality</li> </ul>



- **International universities**

King Saud University	National university of Singapore	Stanford University	University of Oxford	Harvard University
<ul style="list-style-type: none"> <li>• Deanship of Quality</li> <li>• Deanship of Development</li> <li>• Deanship of Skill Development</li> </ul>	Office of Quality Management <ul style="list-style-type: none"> <li>• Organizational Excellence</li> <li>• Service Excellence</li> <li>• Operational Excellence</li> <li>• NUS Quality Service Manager</li> <li>• ASEAN University Network Quality Assurance</li> <li>• Web-of-fame</li> </ul>	Center & Division <ul style="list-style-type: none"> <li>• Career Center</li> <li>• Alumni Center</li> </ul>	Office and Units           eg: <ul style="list-style-type: none"> <li>• Development office</li> <li>• Safety office</li> <li>• Risk Unit</li> </ul>	Administrative office Center           eg: <ul style="list-style-type: none"> <li>Alumni office</li> <li>Admission office</li> <li>Development office</li> <li>Center of Quality of core research</li> </ul>

**Gap Analysis**

KSU established the Deanship of Quality whereas the majority of the benchmarking universities have only center or unit for this purpose. Accordingly, no gap presents in this analysis. Furthermore, the head of the quality deanship is a dean level who exceeds his counterpart in other leading universities.



## Vision

Excelling in Higher Education Quality.

## Mission

Deanship of Quality is committed to providing Quality Assurance systems in KSU's endeavours towards excellence by providing technical and professional support in the area of Quality to colleges of King Saud University.

## Values:

Our values are based on the following:

1. Equity
2. Responsibility.
3. Freedom
4. Stakeholders' Involvement.
5. Mutual respect



## Strategic Objectives

1. Enhance Quality in all the units of the University through ISO certification.
2. Strengthen and sustain KSU-QMS (KSU-Quality Management System) for the university, its colleges and academic programs.
3. To support colleges/programs in national & international academic accreditation to ensure compliance with quality standards.
4. Contribute in the field of Quality through Networking, membership and scholarly research work.
5. Enhance human capacity and capability through internal quality support system.



## Initiatives

### **1. Enhance Quality in all the units of the University through ISO certification.**

- 1.1 To achieve ISO certification for all academic & administrative units of the university.
- 1.2. To establish the capacity of the university to serve as accreditation registrar of ISO certification.

### **2. Strengthen and sustain KSU-QMS (KSU-Quality Management System) for the university, its colleges and academic programs.**

- 2.1. Implementation of KSU-QMS at different colleges/programs of the university to meet the local and international accreditation requirements.
- 2.2. Continuous monitoring the performance of the university as a whole in the areas identified through KPIs.
- 2.3. Develop and implement the Performance Metrics, KPIs and Internal Benchmarking System

### **3. To support colleges/programs in national & international academic accreditation to ensure compliance with quality standards.**

- 3.1 To apply the principles of self-evaluation on the academic programs of the university to meet national accreditation requirements.



3.2 Support and encourage the University`s programs to prepare themselves for national and international accreditation.

3.3 Provide support in the form of workshops, mentoring and feedback to all colleges/ all programs to bring them on board for the national accreditation and KSU – QMS.

#### **4. Contribute in the field of Quality through Networking, membership and scholarly research work.**

- 4.1 Establish and strengthening networking with national & International Quality Assurance (QA) bodies for sharing good practices.
- 4.2 To contribute in the field of quality through publications, conference & workshop participation.
- 4.3 Establish and strengthening networking with NCAAA`s Management Accreditation System (MAS) for electronic uploading and exchanging accreditation requirements..

#### **5. Enhance human capacity and capability through internal quality support system.**

- 5.1 Develop a set of job specifications and performance management system for all DoQ administrative staff.
- 5.2 Develop a set of developmental program for all DoQ administrative Staff .



### Key Performance Indicators for the Strategic Objectives:

Strategic Objectives	KPIs
1. Enhance Quality in all the units of the University through ISO certification.	1.. Percentage of units getting certification of ISO 9001-2008.
2. Strengthen and sustain KSU-QMS (KSU-Quality Management System) for the university, its colleges and academic programs.	<ul style="list-style-type: none"> <li>• Percentage of programs implemented QMS for annual performance review.</li> <li>• Number of reports that have been produced using KPIs.</li> </ul>
3. To support colleges/programs in national & international academic accreditation to ensure compliance with quality standards	<ul style="list-style-type: none"> <li>• Percentage of programs getting national accreditation.</li> <li>• Percentage of programs getting international accreditation.</li> <li>• Percentage of reviewed SSR by DoQ for colleges and programs at the university</li> </ul>
4. Contribute in the field of Quality through Networking, membership and scholarly research work.	<ul style="list-style-type: none"> <li>• Number of membership of international QA bodies.</li> <li>• Number of contribution per consultants of the</li> </ul>





	Deanship (publication and conference presentations).
5. Enhance human capacity and capability through internal quality support system.	<ul style="list-style-type: none"><li>• Number of trainings provided to the employees of the Deanship</li></ul>



# Action Plan



## Initiatives, KPI and Projects:

<b>Strategic Objective-1</b>				
Enhance Quality in all the units of the University through ISO certification.				
<b>Initiative 1.1</b> To facilitate academic & administrative units of the university to achieve ISO 9001-2008 certification				
<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
<b>1.1.1 Application of Quality Project (ISO9001-2008)</b> Project seeks the application of quality system ISO900-9001 to raise the level of administrative performance in various departments and university units to ensure the improvement of the administrative processes.		ISO UNIT		1. Percentage of units that received a certificate of quality.  2 – Percentage of units that are currently working on the application of the ISO.
<b>Initiative 1.2:</b> To enable the university to adopt a risk management plan				
<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
1.2.1 Establishing a unit to serve as a certification body of ISO.		ISO unit		1. Approval of Registrar status of ISO unit.



**Initiative 1.3:** To establish the capacity of the university to serve as accreditation registrar of ISO certification.to enable

Project title & brief Description	Project Duration	Responsible Unit	Budget	KPIs of Initiatives
1.2.1 Establishing a unit to serve as a certification body of ISO.		ISO unit		1. Approval of Registrar status of ISO unit.

**Strategic Objective-2**  
Strengthen and sustain KSU-QMS (KSU-Quality Management System) for the university, its colleges and academic programs.

**Initiative 2.1:** Implementation of KSU-QMS at different colleges/programs of the university to meet the local and international accreditation requirements.

Project title & brief Description	Project Duration	Responsible Unit	Budget	KPIs of Initiatives
2.1.1 Implementation of KSU-QMS at college & program level.		QMS Unit		1. Percentage of programs that implemented QMS/year 2. Percentage of programs that are in the process of implementation /year

**Initiative 2.2:** Continuous monitoring the performance of the university as a whole in the areas identified through KPIs.

Project title & brief Description	Project Duration	Responsible Unit	Budget	KPIs of Initiatives
2.2.1 Strengthen and continuous		Assessment unit		1. % of KPIs that show positive trends/year on Institution/college/program level.



improvement of university performance review system.				
<b>Initiative 2.3:</b> Develop and implement the Performance Metrics, KPIs and Internal Benchmarking System				
<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
2.3.1 Performance Metrics system for the colleges		QMS Unit		1. Number of units using performance metrics system.
2.3.2 KPIs and Internal Benchmarking System		QMS Unit		1. Completion of Internal Benchmarking system by the end of December, 2014. 2. Number of colleges implementing Internal benchmarking system.

<b>Strategic Objective-3</b> To support colleges/programs in national & international academic accreditation to ensure compliance with quality standards.				
<b>Initiative 3.1:</b> To apply the principles of self-evaluation on the academic programs of the university to meet national accreditation requirements.				
<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
3.1.1 Programs Quality assurance and self assessment mechanism for		Accreditation Unit		1. Percentage of programs submitted the self study reports to NCAAA. 2. Number of programs requested the Deanship for assistance.



national accreditation.				
<p><b>Initiative 3.2:</b> Support and encourage the University`s programs to prepare themselves for national and international accreditation.</p>				
Project title & brief Description	Project Duration	Responsible Unit	Budget	KPIs of Initiatives
3.2.1 : Assistance to colleges and programs in national and international accreditation.	1435 1438	Accreditation Unit		<ol style="list-style-type: none"> <li>1. Percentage of programs that received NCAAA accreditation.</li> <li>2. Percentage of programs which got international accreditation.</li> </ol>
3.2.2 : Impact of Academic Accreditation on Enhancing and Improvement of Educational Process at KSU	1435 - 1436			<ol style="list-style-type: none"> <li>1. Percentage of respondents satisfaction on enhancing the overall quality of programs</li> <li>2. Percentage of respondents satisfaction on improvements in college/ programs leaderships</li> </ol>
<p><b>Initiative 3.3:</b> Provide support in the form of workshops, mentoring and feedback to all colleges/ all programs to bring them on board for the national accreditation and KSU – QMS.</p>				
Project title & brief Description	Start Date Completi on Date	Responsible Unit	Budget	KPIs of Initiatives
3.3.1 : Strengthening college and program to get		Accreditation Unit		<ol style="list-style-type: none"> <li>1. Number of workshops arranged for the programs.</li> <li>2. Number of visits to programs by consultant of the</li> </ol>



accreditation and implement KSU-QMS.				Deanship. 3. Feedback of participants on the level of support by the Deanship of Quality.
--------------------------------------	--	--	--	--

### Strategic Objective-4

Contribute in the field of Quality through Networking, membership and scholarly research work.

#### Initiative 4.1:

Establish and strengthening networking with national & International QA bodies for sharing good practices.

Project title & brief Description	Project Duration	Responsible Unit	Budget	KPIs of Initiatives
International Networking with QA & Accreditation bodies.		Planning Unit		1. Number of memberships held by the Deanship.

#### Initiative 4.2:

To contribute in the field of quality through publications, conference & workshop participation.

Project title & brief Description	Project Duration	Responsible Unit	Budget	KPIs of Initiatives
Conference attendance & papers publication		All units		1. Number of conference presentation per year 2. Number of publications per year



**Initiative 4.3:**

Establish and strengthening networking with NCAAA`s Management Accreditation System (MAS) for electronic uploading and exchanging accreditation requirements..

<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
Training Sessions for quality committee of colleges in managing MAS.	5 Years	Accreditation Unit		<ol style="list-style-type: none"> <li>1. Number of training sessions arranged for the quality committee per year.</li> <li>2. Level of satisfaction of participants of training.</li> </ol>

**Strategic Objective-5**

**Enhance human capacity, Image and Internal work system of the Deanship of Quality.**

**Initiative 5.1:**

Develop a set of job specifications and performance management system for all Deanship of Quality administrative staff.

<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
5.1.1. Preparation of Job specification and performance management system for the employee of the Deanship of Quality		Quality Support		1. Number of performance review made for the employee.





<b>Initiative 5.2:</b> Develop a set of developmental program for all DoQ administrative Staff .				
<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
5.2.1 Developmental Program for the Administrative Staff.		Quality Support		1. Number of training programs conducted for the employees.
<b>Initiative 5.3:</b> Improvement in the image of the Deanship of Quality through revisiting its publications, website and its logo.				
<b>Project title &amp; brief Description</b>	<b>Project Duration</b>	<b>Responsible Unit</b>	<b>Budget</b>	<b>KPIs of Initiatives</b>
5.2.1 Revamping the image of the Deanship		Planning Unit		1. Number of improvements identified and incorporated.



## Risk plan

Risk Areas	Risks	Indicators daily/weekly/monthly/yearly
1. Information	1.1. Lack of data security backup	Availability of secured data with others outside the Quality Deanship
	1.2. Loss of important data and documents	Number of lost documents
2. Staffing	2.1. Loss of key academic and administrative staff	Number of staff who leave the Quality Deanship with reasons other than retirement or death
	2.2. Unfilled positions for many days/months	Number of unachieved tasks due to absence of employees
	2.3. Decrease in professional level of academic and administrative staff	Number of low ranked works by Quality staff
3. Communication	3.1. Poor response from colleges toward Quality Deanship inquiries	Number of delayed feedback from colleges
4. Production	4.1. Loss of intellectual property	Number of stalled works
	4.2. Poor or non performance by suppliers	Degree of satisfaction by Quality clients (internal and external)
5. Financial	5.1. Inadequate financial resources for Quality projects and plans	Percentage of non- implemented projects relative to planned ones due to inadequate financial resources
6. Equipment	6.3. Inadequate maintenance system	Number of computers and other equipment need maintenance
7. General Safety	7.1. Fire	Number of accidents related to fire
	7.2. Loss of some Quality Deanship	Number and value of disappeared



Risk Areas	Risks	Indicators daily/weekly/monthly/yearly
8. Competition	assets 8.1. Accreditation of other universities in KSA	Quality assets Number of accredited universities in KSA
9. Scope	8.2. Development of Quality Experience Centers in Riyadh and KSA	Number of Quality Experience Centers in Riyadh Number of Quality Experience Centers in KSA
10. Reputation	9.1. Conflict of interest between Quality Deanship and other units in the university	Number of subjects implying conflict in interest between Quality Deanship and other units in KSU
11. International cooperation	9.2. Delay in achieving Quality Deanship targets and goals	Percentage of achieved targets relative to planned ones
	9.3. Insufficient awareness of some administrative staff with the Quality Deanship mission, vision and objectives	Number of administrative staff who are not fully aware of Quality Deanship mission, vision and objectives
10. Reputation	10.1. Loss of public goodwill, reputation, image	Number of concerns and criticisms by Quality clients via e-mail, Internet, Newspapers, Media, ... etc
	10.2. Inadequate satisfaction of internal clients toward Quality Deanship performance	Degree of satisfaction of internal clients toward Quality Deanship performance
11. International cooperation	11.1. Political climate risks	Number of cooperation projects and activities which are stopped or cancelled due to political and related issues.
	11.2. Instability, war, terrorism	



**Matching between QD strategic objectives and KSU ones**

KSU Strategic objectives	Strategic objectives of the Quality Deanship	Projects for achieving the strategic objectives of the Quality Deanship
1. Good everywhere; great in focus areas		
2. Distinctive faculty		
3. Less is more		
4. Stronger graduates		
5. Building bridges		
6. Supportive learning environment		
7. Sustainable future		
8. Greater flexibility; Greater accountability		



### Quality Deanship Strategic plan Team

Name	Affiliation	Role
Prof. Dr. Abdullah Al Muhaidib	Dean of Quality	Incharge
Dr Adnan Kadi	Vice Dean for Quality Assurance	Member
Dr Jabber Al-Jabber	Vice Dean	Member
Dr Badriah	Vice Dean for Quality (Female)	Member
Dr Teay Shawyun	Consultant to the Deanship	Member
Dr Hisham Abhari	Consultant to the Deanship	Member
Dr Ali Farrag	Consultant to the Deanship	Member
Dr Ahmed Akawy	Consultant to the Deanship	Member
Dr Muhammad Usmani	Consultant to the Deanship	Secretary



## Contact Us

Saudi Arabia  
King Saud University  
Deanship of Quality  
Riyadh  
P. O. Box 2454  
11451

Secretarial Tel: 00966-1-4677782  
Supervisor Tel: 00966-1-4677784  
Fax: 00966-1-4677783  
E-mail: [qd@ksu.edu.sa](mailto:qd@ksu.edu.sa)