

Standard 2: Governance and Administration

The governing body must provide effective leadership in the interests of the institution as a whole and its clients through policy development and processes for accountability. Senior administrators must lead the activities of the institution effectively within a clearly defined governance structure. Their activities must be consistent with high standards of integrity and ethical practice. If there are separate sections for male and female students' resources must be comparable in both sections, there must be effective communication between them, and full involvement in planning and decision making processes. Planning and management must occur within a framework of sound policies and regulations that ensure financial and administrative accountability, and provide an appropriate balance between coordinated planning and local initiative.

Good Practices Relating to This Standard	Is this true? Y/No/ NA	How well is this done? (enter stars)
2.1 Governing Body The governing body must operate effectively in the interests of the institution as a whole and the communities it serves.	Y	*****
2.1.1 The governing body has as its primary objective the effective development of the institution in the interests of its students and the communities it serves.	Y	*****
2.1.2 Membership of the governing body provides for the range of perspectives and expertise needed to guide the educational policies of the institution	Y	*****
2.1.3 Members of the governing body are familiar with the range of activities within the institution and the needs of the communities it serves.	Y	*****
2.1.4 New members of the governing body are thoroughly inducted into their role with information about the institution and about the role and processes of the governing body itself.	Y	*****
2.1.5 The governing body periodically reviews the mission, goals and objectives of the institution.	Y	*****
2.1.6 The governing body ensures that the mission goals and objectives of the institution are reflected in detailed planning and activities.	Y	*****
2.1.7 The governing body monitors and accepts responsibility for the total operations of the institution, but avoids interference in management or academic affairs.	Y	*****
2.1.8 Sub committees of the governing body (including members of the governing body, senior faculty and staff, and outside persons as appropriate) are established to give detailed consideration to major responsibilities such as finance and budget, staffing policies and remuneration, strategic planning, and facilities.	Y	*****
2.1.9 Responsibilities are defined in such a way that the respective roles and responsibilities of the governing body for overall policy and accountability, the senior administration for management, and the academic decision making structures for academic program development, are clearly differentiated, defined, and followed in practice.	Y	*****
2.1.10 In a private institution the relative responsibilities of the owners or company directors and the governing body are clearly specified and avoid interference in academic matters.	Y	*****

2.1.11 In their role as members of the governing body members who are also members of staff of the institution act in the interests of the institution as a whole rather than as representatives of sectional interests.	Y	*****
2.1.12 The governing body regularly reviews its own effectiveness and develops plans for improvement in the way it operates.	Y	*****
Overall Assessment		*****
Comment _____ _____ Priorities for improvement _____ _____		
Independent Opinion <i>Comment</i> The governing body acts very effectively in promoting the interest of PMU to the community and the Ministry of Higher Education.		
2.2 Leadership		
The institution's administrators must provide effective and responsible leadership for the development and improvement of the institution.	Y	*****
2.2.1 The responsibilities of administrators are clearly defined in position descriptions.	Y	*****
2.2.2 Senior administrators (including the Rector or Dean and others throughout the institution) anticipate emerging issues and opportunities and exercise initiative in response.	Y	*****
2.2.3 Administrators ensure that action needed in their area of responsibility is taken in an effective and timely manner.	Y	***
2.2.4 The levels of supervision and approval for academic affairs provide for monitoring of quality and approval of major changes by senior administrators and the senior academic committee while allowing appropriate flexibility at course and program levels. (eg. to change text and reference lists, modify planned teaching strategies, details of assessment tasks and updating of course content.) (see also section 4.1.3)	Y	*****
2.2.5 Administrators encourage teamwork and cooperation in achievement of institutional goals and objectives within their area of responsibility.	Y	*****
2.2.6 Senior administrators and administrators at all levels in the institution work cooperatively with colleagues in other sections of the institution to ensure effective overall functioning of the total institution.	Y	*****
2.2.7 Administrators at all levels accept responsibility for the quality and effectiveness of activities within their area of responsibility regardless of whether those activities are undertaken by them personally or by others responsible to them.	Y	*****
2.2.8 When responsibilities are delegated to others this is done appropriately within a clearly defined reporting and accountability framework.	Y	*****
2.2.9 Delegations are formally specified in documents signed by the person delegating and the person given delegated authority, and that describe clearly the limits of delegated responsibility and responsibility for reporting on decisions made.	Y	***
2.2.10 Regulations governing delegations of authority are established for the institution and approved by the governing board. These regulations indicate key functions that cannot be delegated, and specify that delegation of authority to another person or	Y	*****

organization does not remove responsibility for consequences of decisions made from the person giving the delegation.		
2.2.11 Administrators provide leadership and encourage and reward initiative on the part of subordinates within clear policy guidelines	Y	*****
2.2.12 Regular and constructive feedback is given on performance of subordinates in a manner that contributes to their personal and professional development	Y	*****
2.2.13 Senior administrators ensure that submissions to the governing body are fully documented and presented in a form that clearly identifies the policy issues for decision and the consequences of alternatives.	Y	*****
Overall Assessment		
Comment _____ _____		
Priorities for improvement _____ _____		
Independent Opinion <i>Comment</i> Leadership for some Colleges of PMU has been effective. Appointments of some interim leaders to other administrative and academic positions has been a difficulty and should be addressed by accelerating the ongoing process of filling the interim positions with appropriately qualified individuals.		
2.3 Planning Processes		
2.3.1 A comprehensive strategic plan has been developed and provides a planning framework for all sections within the institution should be developed for the institution as a whole.	Y	*****
2.3.1 Planning is strategic, incorporating priorities for development and appropriate sequencing of action to produce the most effective short-term and long term-results.	Y	*****
2.3.2 Plans take full and realistic account of aspects of the external environment affecting development of the institution.	Y	*****
2.3.3 The processes for developing major plans for the institution provide for involvement and understanding with stakeholders throughout the institutional community.	Y	*****
2.3.4 When major planning decisions are announced they are effectively communicated to all concerned with impacts and requirements for different constituencies made clear.	Y	*****
2.3.5 Implementation of plans is monitored in relation to short term and medium term targets and outcomes evaluated.	Y	*****
2.3.6 Plans are reviewed, adapted and modified, and corrective action taken as required in response to operational developments, formative evaluation, and changing circumstances.	Y	*****
2.3.7 Information management systems provide regular feedback on both ongoing routine activities and progress in strategic initiatives through key performance indicators and other information as required..	Y	*****
2.3.8 Risk management is included as an integral component of planning strategies with appropriate mechanisms developed for risk assessment and minimization.	Y	*****
2.3.9 Strategic planning is integrated with annual and longer term budget processes with capacity for medium term adjustments as required.	Y	*****
Overall Assessment		
Comment _____		

<p>_____</p> <p>Priorities for improvement _____</p> <p>_____</p>		
<p>Independent Opinion</p> <p><i>Comment</i></p> <p>The overall planning process for PMU has been detailed and outstanding from well before it was opened. All leaders and stakeholders are tasked to develop and execute action plans consistent with strategic goals on a regular basis.</p>		
<p>2.4 Relationship Between Sections for Male and Female Students</p> <p>In institutions with sections for male and female students the leaders of both sections must participate in institutional governance and be fully involved in strategic planning, decision making, and senior management with effective and continuing communication between sections. Strategic planning should ensure equitable distribution of resources and facilities to meet the requirements of program delivery, research, and associated services in each section.</p>		
2.4.1 Male and female sections are adequately represented in the membership of relevant committees and councils through processes that are consistent with bylaws and regulations of the Higher Council of Education.	Y	****
2.4.2 There is effective communication between members of committees and councils and between individuals in the different sections carrying out related activities.	Y	****
2.4.3 Programs, facilities and services are planned and resources provided that ensure comparable standards are achieved in each section, while taking account of variations appropriate for different needs.	Y	*****
2.4.4 Quality indicators, evaluations and reports show results for both sections indicating similarities and differences as well as overall performance.	Y	*****
<p style="text-align: center;">Overall Assessment</p> <p>Comment _____</p> <p>_____</p> <p>Priorities for improvement _____</p> <p>_____</p>		
<p>Independent Opinion</p> <p><i>Comment</i></p> <p>Coordination between the male and female sections is excellent. Hiring of more and better qualified faculty in both sections is a priority because of heavy workloads due to growth in student enrolment.</p>		
<p>2.5 Integrity</p> <p>The institution must meet high ethical standards of honesty and integrity including avoidance of conflicts of interest and avoidance of plagiarism in its teaching, research and service functions and take action to ensure that these standards are met by staff and students. These standards must be maintained in all of the institution's dealings with its students and teaching and other staff, and its relationships with external agencies including both government and non-government organizations.</p>		
2.5.1 Codes of practice for ethical and responsible behaviour have been developed that require that teaching and other staff and students, and all committees and organizations, act consistently with high standards of ethical conduct and avoidance of plagiarism in the conduct and reporting of research, in teaching, performance evaluation and assessment,	Y	*****

and in the conduct of administrative and service activities.		
2.5.2 The institution regularly reviews and modifies its policies and procedures as necessary to ensure continuing high standards of ethical conduct.	Y	*****
2.5.3 Administrators and others speaking on behalf of the institution represent it honestly and accurately to both internal and external agencies. (Advertising and promotional material is always be truthful, avoids any actual or implied misrepresentations or exaggerated claims, or negative comments about other institutions.)	Y	*****
2.5.4 Regulations are established and are consistently followed dealing with declarations of pecuniary interest or conflict of interest for faculty and staff at all levels of the institution. (The regulations apply to the governing board and to all committees and other decision making bodies in the institution.)	Y	*****
2.5.5 Hiring, disciplinary and dismissal practices are clearly documented and administered in a way that ensures fair treatment for all Saudi Arabian and expatriate teaching and other staff, whether appointed on a full time or part time basis.	Y	*****
Overall Assessment		
Comment _____ _____ Priorities for improvement _____ _____		
Independent Opinion <i>Comment</i> There is a clear code of conduct for staff and students and for conflict of interest. High standards of professional and ethical integrity are in evidence. Faculty from diverse backgrounds are treated equally and fairly. In addition there are clear policies and procedures for conflict resolution.		
Policies and Regulations 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.		
2.6.1 A policy and procedures manual has been prepared setting out internal regulations and procedures for dealing with major areas of activity within the institution.	Y	*****
2.6.2 Terms of reference or statements of responsibility have been specified for major committees and administrative and academic positions and included in the policy and procedures manual.	Y	*****
2.6.3 Policies and regulations are accessible to teaching and other staff and students including new members of staff, and members of committees, and effective strategies used to ensure they are understood and complied with.	Y	****
2.6.4 Student responsibilities, codes of conduct, and regulations affecting their behaviour are defined and made known to students when they begin studies at the institution.	Y	****
2.6.5 The institution has a program for the periodic review and amendment of all its policies and regulations over specified time periods.	Y	*****
Overall Assessment		
Comment _____ _____ Priorities for improvement _____ _____		

Independent Opinion <i>Comment</i> Administrative policies and procedures at PMU were developed as part of the TIEC consulting agreement and have been implemented. There is a standing committee to consider any appropriate revisions of the PMU Manual of Policies and Procedures.		
2.7 Organizational Climate The institution must implement systems to maintain a positive organizational climate. (Defined as one that is characterized by a sense of involvement in decision making, capacity to take initiative and pursue career goals, and a belief among teaching and other staff that their contributions are valued.)		
2.7.1 A systematic approach is adopted by senior managers to develop and maintain a positive organizational climate. (Defined as one that is characterized by a sense of involvement in decision making, capacity to take initiative and pursue career goals, and a belief among faculty and staff that their contributions are value.)	Y	*****
2.7.2 Opinions of staff on major initiatives are sought and information is provided on how those opinions have been considered and responded to.	Y	*****
2.7.3 Significant achievements and contributions to the institution and the community by staff or students are recognized and appropriately acknowledged.	Y	*****
2.7.4 Information about issues, plans and developments at the institution are regularly communicated to teaching and other staff through means such as newsletters, internal publications or electronic communications.	Y	*****
2.7.5 Responsibility is given to a senior administrator or central unit to conduct periodic surveys dealing with issues relevant to organizational climate including such matters as job satisfaction, confidence in future development, sense of involvement in planning and development.	Y	*****
<p style="text-align: center;">Overall Assessment</p> Comment _____ _____ Priorities for improvement _____ _____		
Independent Opinion <i>Comment</i> PMU has a highly developed and detailed organizational structure. Improvement would result from insuring that well qualified candidates are always found for key academic and administrative decision making positions.		
2.8 Associated Companies and Controlled Entities This section applies to any situation in which an institution has established or controls subsidiary corporations or other controlled entities for matters such as service provision, assistance with program delivery, publications, or development of intellectual property. This requirement includes any arrangement where an institution contracts out to another organization the provision of services to students or future students, such as a preparatory year or a preparatory English language program. In such cases the institution contracting out the service must establish supervisory and reporting requirements that ensure that all		

relevant standards are met and will be held responsible for the results.		
If institutions establish or control subsidiary corporations for matters such as service provision, publications, or development of intellectual property the institution must maintain effective policy oversight, accountability and risk management processes.		
2.8.1 The functions of the controlled entities are appropriate for and consistent with the charter and mission of the institution.	Y	*****
2.8.2 The administrative and financial relationship between the controlled entities and the institution are clearly specified.	Y	*****
2.8.3 Reporting mechanisms are established that ensure that the governing body has effective oversight of the purposes, functions, and activities of the controlled entities	Y	*****
2.8.4 Audited financial reports on the financial affairs of the controlled entities are reviewed regularly by the relevant committee of the governing body.	Y	*****
2.8.5 Administrative arrangements and planning mechanisms for activities of the controlled entity should provide for adequate risk assessment including protection for the institution against financial or legal liabilities.	Y	*****
2.8.6 In any arrangement under which an institution contracts out to another organization the provision of services to students or to future students (eg. a preparatory year program) the service contract should include requirements to meet all relevant quality standards. (The institution will be held responsible for ensuring the standards are met.)	Y	*****
Overall Assessment		*****
<p>Comment:</p> <p>This section is related to the English Language Institute (ELI) and Prince Mohammad Bin Fahd Program For Youth Development. ELI is managed by PMU. Please refer to the Appendices of PMU Self Study report for further information. PMU is also associated with Prince Mohammad Bin Fahd Program for Human Development. These programs are managed by PMU Rector and fully integrated with PMU charter. PMU quality standards and arrangements are carried on with these programs since most leadership and execution of their daily activities are delivered by joint resources between PMU and these institutions.</p> <p>Priorities for improvement:</p> <p>ELI report appended to PMU Self Study summarizes the ELI performance. More resources should be added in the coming academic year to boost the utilization of the facilities at the ELI. PMU should increase the visibility of the ELI by putting more resources into promoting the ELI in the greater Dammam area.</p>		
<p>Independent Opinion</p> <p><i>Comment</i></p> <p>The management of associated companies and controlled entities of PMU operate under clearly defined protocol and are consistent with the Mission and Vision of the University. Examples include Prince Mohammad Bin Fahd Program for Youth Development and the English Language Institute.</p>		
Overall Assessment of Governance and Administration		
2.1 Governing Body		*****
2.2 Leadership		*****
2.3 Planning Processes		*****

2.4 Relationships Between Sections for Male and Female Students	*****
2.5 Integrity	*****
2.6 Policies and Regulations	*****
2.7. Organizational Climate	*****
2.8 Associated Companies and Controlled Entities	*****
Combined Assessment	*****

Comment:

PMU governance and administration is well defined by PMU System Design. PMU operation and performance are constantly adhering to the original system design. The PMU system is reviewed and updated on a regular basis to achieve continuous improvements. NCAAA review team members are invited to review the complete PMU System Design prepared and instituted through PMU partnership with Texas International Educational Consortium of over 32 USA universities. The system design is available for review and is documented in 30 bound volume at PMU.

Independent Opinion

Comment

The standard for program management is met. Policies for management of the university are clearly stated and provide for efficient operation and ongoing review.

Indicators Considered

- PMU regular reports on governance and administration goals achievement
- PMU reports to the University Board of Trustees
- PMU review of strategic goals achieved and the process of planning and review at all levels in the governance and administration
- PMU financial planning and annual auditing reports

Priorities for Improvement:

- PMU to add more resources in administration to improve the processes of daily operation of administration units
- PMU to adopt a training and orientation of all staff on PMU policies and operation in the coming academic year (this action already started)
- PMU to review Human Resources administration and processes to achieve continuous improvement (A dedicated committee at high level is in place and work on this action has started)
- PMU to review Budget and Finance administration and processes to achieve continuous improvement (A dedicated committee at high level is in place and work on this action has started)