

VII. APPENDICES

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APPENDIX A
NOTICE OF INTENT TO BID

Intent to Bid

RFP Title _____

Vendors must complete and return this form within the time specified in the RFP Schedule. Vendors who do not return this form will be disqualified from further participation. The undersigned authorized person has read all RFP instructions and requirements and will submit a proposal in compliance with those instructions. Return this form to the name and address listed in the RFP Issuing Officer listed in section 1.1.

Will you be responding to this RFP? Yes No

Company Name: _____

Name: _____

Title: _____

Address: _____

Telephone: _____ Fax: _____

E-mail: _____

Web Site: _____

If not responding, reason for not doing so: _____

I will attend the vendor's conference, if arranged:

Yes No

Names of personnel attending:

1. _____

2. _____

Signature: _____

Date: _____

APPENDIX B
RFP QUESTIONS FORMAT

Questions related to this RFP must be submitted in the following format.
Deviations from this format will not be accepted.

Vendor Name _____
RFP _____

Vendor Question List

Vendor Question Number: 1
RFP Section: Section Number
RFP Page: Page Number
RFP Text: Text of passage being questioned
Vendor Question text:

Vendor Question Number: 2
RFP Section: Section Number
RFP Page: Page Number
RFP Text: Text of passage being questioned
Vendor Question text:

APPENDIX C

PROPOSAL SUBMISSION CHECKLIST

The following checklist must be filled by vendor and submitted along with the proposal:

Vendor's Name:			
No.	Description	Yes	No
1.	Notice of Intent to Bid Submitted		
2.	Proposal Submitted On Time		
3.	Proposal In Accordance With RFP Preparation Instructions		
4.	Proper Number Of Hard Copies Submitted		
5.	Electronic Copy Submitted In Format Requested		
6.	Proposal Valid For 180 Days		
7.	All Mandatory Requirements Satisfied		
8.	No Major Exceptions Taken		
9.	Annual Report Included		
10.	Five References Provided		
11.	Resumes Of Key Personnel Included		
12.	Hardware / Software Specification Sheets Included		
13.	Vendor Agreeable To Perform Presentation & Demonstration		
14.	Vendor Confirmed As Prime Vendor		
15.	Vendor Agreeable To Production Schedule		
16.	No Contact was made regarding this RFP with any PMU Personnel other than through the RFP Issuing Officer		

APPENDIX D

THE LIBRARY INFORMATION SYSTEM AND THE LEARNING RESOURCES CENTER'S GOALS

A. VISION

It is the vision of the LRC to function as a nexus – a physical, logical, and symbolic means of linking the resources and services that support instruction, independent learning, and professional and personal development throughout the academic community.

This vision is supported by underlying values and principles for both the LRC and the LIS:

- The LRC will be a service component whose design and operations are driven by the mission of the university and the needs of the students, the faculty, and the instructional programs. The LIS will be a user-oriented system that will facilitate and encourage student and faculty use of library and networked resources.
- The LRC will serve as models of the competencies the students are expected to acquire through their education at the PMU. The LIS will reflect the qualities of innovation, efficiency, and effectiveness that are taught in the technical curricula.
- Service and resources of the LRC will be designed and operated in collaboration with academic programs and other centers and services. The LIS will be a user-oriented system that makes technicalities of library operations as transparent as possible to the academic users of the system.
- The LRC will function efficiently and cost effectively. The functionality and information management features of the LIS will support the LRC's overall efficiency and effectiveness.
- The LRC will offer a comfortable and aesthetically pleasing environment conducive to learning in a variety of modes. The LIS will be welcoming, attractive, and intuitive both in physical and logical design.

1. The Role of the LRC in Learning

The LRC will play a complex role in the PMU, serving diverse constituencies and operating in close partnerships with other university units. Not only will the LRC provide information services and resources traditionally associated with a campus library, it will also offer a full range of electronic access services and reference services.

The LIS will be an essential component of the PMU's technology-infused learning environment. The LIS will be the system that provides students and faculty with electronic access to the collection and information services available at the university.

In addition to library services, the LRC will provide a series of Learning Enrichment Services and Academic Advising Services to ensure the success of the PMU's learning-centered approach to education. The LRC will play a central role in supporting the curriculum and in providing resources and services to meet the instructional and scholarly needs of faculty and students. It will also be a resource for independent learning and research.

2. The LRC Role in Technology

The LRC, in collaboration with the IT organization headed by the university's Chief Information Officer, will be a campus leader in putting knowledge technologies to work. For both technology and instruction, the LRC will be a central location for innovative uses of information technologies.

The LIS will make real the LRC's commitment to and adoption of innovative technology. The LIS will not be a static system. Rather, its design and implementation will allow for adoption of new techniques in information services and collection management as they emerge. It will function as a catalyst for change and improvement in the tools scholars use.

B. MISSION

In order to achieve its vision to serve as a center of services and resources that support the PMU's distinctive learning-centered approach to education, the LRC will pursue a mission that supports the broad mission of the university.

It will be the mission of the LRC to:

- Provide information services and resources that are carefully chosen to support the university's mission of instruction, research, and community service.
- Collaborate with the faculty to help students develop the distinctive PMU competencies.
- Provide a curriculum of courses and programs that support information literacy among students, faculty, and staff.
- Provide a physical and academic center where learning and professional development come together.

The vision and mission of the LRC will establish a framework for specific operational goals and strategies. Although evolving circumstances inevitably will alter the LRC's goals and strategies over time, the essential nature of the LRC as a service organization will persist.

1. A Learning Organization

For at least three decades, knowledge and information services have been in transition in higher education, as they have in society at large, due to the evolution and growth of electronic technologies. The plan of services

presented in this report includes some services that are traditional and print-based. It also includes many others that use electronic technologies. These electronic resources anticipate continuing sophistication of both technologies and the people who use them. For these reasons, the LRC must be learning-centered within its own organization. The LRC staff must be continually involved in professional development.

The LIS selected for the LRC will support both traditional and emerging digital library services and collections. The LIS vendor will be a partner with the LRC in ongoing development of LRC professional staff.

2. Information Literacy

Technology-assisted information services, from checking out books to searching multiple databases, increasingly enable faculty and students to locate and obtain information without staff assistance. This report recommends automation and self-service wherever feasible using current technologies, though it anticipates that new technologies will continue the trend toward technology-based self-service. The LRC's mission to build information literacy among its constituents will ensure that the university community develops and maintains the knowledge and skills necessary to derive the benefits available in a modern learning resources center.

The LIS selected will have a strong patron-centered orientation, encouraging student and faculty independence of LRC staff in the use of the system. The LIS vendor will recognize the importance of ongoing information literacy development and will be a partner with the LRC librarians in development of tutorials and other components of an ongoing information literacy program. The information literacy program and associated vendor support will evolve as the LIS itself evolves.

C. GOALS

The LRC will be a home for professional services as well as for records of information and knowledge. In the LRC, resources provided by the professional staff in support of learning will complement the instruction and guidance provided by faculty in the academic disciplines. The LIS will be the LRC librarians' principal tool for managing resources and services.

Establishing specific goals for these support resources will make it possible for the LRC to fulfill its mission and realize its vision. The LRC will be guided by a number of pervasive needs. It will advance students' mastery of PMU core competencies. It will use current technologies with an orientation toward ready adoption of technological innovations. It will focus on convenience, usability and effectiveness. These goals for the LRC in general will apply to the LIS as well.

A set of strategies will make each goal a reality. These strategies, detailed in the report Learning Resources Center Design, present specific steps for implementation and operation of the LRC.

The LIS selected for the LRC also will support many of these strategies. The detailed functions of the LIS are specified in Part III of this report, Technical Specifications for a Library Information System. The following discussion explains the general relationship of the LIS to each of the LRC's goals and strategies.

GOAL 1: Saudi Cultural Values – Support the university's commitment to reflect the cultural and religious sensitivities of the Saudi people.

- 1.1 Gender Separation – Divide the LRC building into two major sections, one for males and one for females.

The LIS will serve both as a tool for accessing and managing library resources and also as a communications system. The ability of librarians to communicate with one another and with students and faculty through the LIS system makes the electronic system one of the keys to successful maintenance of both high quality LRC services and gender separation. Communication through the LIS as well as through the basic campus electronic information infrastructure will enable the sharing of a divided space and common collections without creating satellite branches outside the LRC.

- 1.2 Staff and Services – Apply an organizational structure, staff assignments, and staffing patterns that will enable and ensure gender separation.

The LIS and other electronic resources such as the campus infrastructure, the MIS system, and the course management system, will make it possible for LRC staff to deliver library and learning enrichment services. Compatibility and connectivity among these systems will be a key ingredient of success in carrying out this strategy.

- 1.3 Collections – Develop electronic and print collections whose content will represent vigorous and challenging thought across disciplines and cultures, and through the ages.

Collaboration between LRC staff and faculty will ensure development of a collection appropriate to the needs of faculty and students.

The LIS will support both English and Arabic records and interface presentations. To ensure respect for cultural values, filtering systems selected and implemented by the university's IT staff will enable necessary screening of electronic materials and communications. The LIS will work efficiently with other campus infrastructure as a tool in this strategy.

GOAL 2: Reference Assistance – Meet the knowledge and information needs of faculty and students through direct, timely reference services delivered as needed and requested.

- 2.1 Reference Service Formats – The LRC will use technology to provide informational support for the curriculum and research while maintaining gender separation and promoting patrons' technological competence.

The LRC will provide reference services in three formats: face-to-face reference interviews, chat-room reference interviews, and e-mail reference.

The LIS will operate seamlessly as part of the nexus of electronic resources to support virtual reference.

- 2.2 Reference Materials Formats – The LRC will maintain a print reference collection in both the male and female sectors of the LRC.

As in other aspects of the collection, the LRC will focus on electronic resources in its reference collection. The LIS, therefore, will be a critical support tool for access to reference materials. Some print materials will be necessary, however, and the LIS will provide location information to reduce the need for duplication in the male and female sectors.

GOAL 3: Information Literacy – Develop information literacy competencies of students and faculty.

Advancing information literacy is one of the new challenges to professional librarians, and it is critical for a learning-centered, technology-infused institution such as the PMU. Information literacy is defined as “a set of abilities requiring individuals to recognize when information is needed and have the ability to locate, evaluate, and use effectively the needed information.” [Association of College and Research Libraries, Information Literacy Competency Standards for Higher Education (ACRL, 2000)

<http://www.ala.org/ala/acrl/acrlstandards/standards.pdf>]

- 3.1 Information Literacy Instruction – Use technology to develop students’ skills in information literacy.

The LRC staff will work with the LIS vendor to design instructional strategies and adopt instructional materials to develop and maintain information literacy skills for students in both face-to-face and online modes.

- 3.2 Faculty Development in Information Literacy – Provide focused individual attention to faculty members to ensure their continued competency in information literacy.

Upon request, LRC librarians will offer individual instruction for faculty in the faculty member’s office.

The LIS vendor will play a key role in maintaining PMU staff expertise so that these sessions will be effective in providing faculty with opportunities to develop special skills related to their disciplines in the familiarity and comfort of their own professional workspaces.

- 3.3 LRC Staff Development – Provide continuing professional development for LRC librarians in the area of information literacy.

Continued professional development for librarians will be a key factor in their success in providing effective information literacy programs.

Because the LIS will be one of the librarians' principal resources, the LRC will look to the LIS vendor to assist in providing ongoing professional development for librarians.

GOAL 4: Learning Enrichment – Provide academic support services and learning enrichment services for students.

In addition to services provided by its library resources and its staff of professional librarians, the LRC will offer a formal program of Learning Enrichment Services and Academic Advising Services staffed by professional educators, advisors, and student peers. The enrichment program will provide an integrated set of services that will assist students as they make the transition to university life. The program will feature:

- 4.1 Academic Advising Services – Offer accurate and proactive advising and mentoring.
- 4.2 Academic Support Services – Provide specialized diagnostics and tutoring in mathematics, reading, and writing
- 4.3 Co-Curricular Support Services – Provide a co-curriculum to help students master proficiencies such as time management, study skills, and stress management.
- 4.4 Proactive, Directed Interventions – Diagnose and address students' needs for learning enrichment services.
- 4.5 Peer Tutors – Train peer tutors and coordinate peer tutorial support in each department.
- 4.6 Coordination with Professional Development Center – Coordinate the activities of Learning Enrichment Services with programs designed to enhance the effectiveness of faculty and professional staff.

The programs listed above are not directly dependent on the LIS, although an LIS interface that is easily mastered by students with modest technology skills will enhance students' opportunities to succeed. An information literacy program supported by the LIS vendor also will enhance student success.

GOAL 5: Access Services – Develop services to ensure effective access to LRC resources.

Access services include functions traditionally performed in academic libraries including circulation, interlibrary loan, and reserve. As implemented at the PMU, these functions will be conducted via electronic technologies and will rely on the LIS. The guiding principle of access services at the LRC, however, will be that resources are acquired for use, not for preservation.

- 5.1 Access to Print Resources – Provide convenient access to in-house use of information in the LRC collection through ready access to items on shelves.

Most materials in the LRC will be housed in the male section of the building. Materials relating solely to academic majors for female students, along with a number of frequently accessed general reference materials,

will be housed in the female section. Throughout the LRC, book and periodical shelves will be open to patrons, except for gender limitations. A patron who wishes access to materials shelved in the portion of the LRC not for that patron's gender will be served by an LRC staff member, who will retrieve the item(s) for him or her.

The LIS will provide current location and availability information.

- 5.2 Circulation – Provide opportunities for borrowing items from the LRC collection through circulation services.

Circulation access and control will be a function of the LRC's LIS. This service will include:

- Describing the status of items in the collection
- Offering opportunities to place items on hold or recall
- Validating and authorizing the user
- Checking out and renewal of materials
- Checking in returned materials

The LIS also will include functions that enable patron self-service for charging and returning materials.

- 5.3 Reserved materials – Ensure access to high-demand or fragile items by implementation of a reserved materials function.

Control of materials on reserve will be a function of the LIS. This service will include both an actual and virtual locations for print and electronic materials selected by faculty to supplement courses. Print materials may be scanned and made available for electronic reserve.

- 5.4 Interlibrary loan – Share with and borrow resources from other institutions.

LRC staff will locate and secure access to materials in other libraries that are needed by the PMU students or faculty but are not available in the LRC.

The LIS will provide the patron interface for interlibrary loan requests and will support operation of ILL operations.

- 5.5 Collection maintenance – Ensure the collection is orderly and attractive.

LRC staff will keep the stacks in good order, return materials to the stacks in a timely fashion, and recommend replacement of damaged or lost materials.

The LIS will provide the inventory control functions that support collection maintenance, including the capability for interface to automated systems for inventory.

- 5.6 Study Spaces – Make effective use of LRC spaces for study.

LRC staff will assign carrels, supervise individual and group study rooms, schedule LRC classrooms, and monitor adherence to the relevant policies.

Wireless access to the LIS throughout the LRC will support group consultation of LRC resources through the LIS.

GOAL 6: LRC Publications – Inform the PMU community about LRC services and resources.

The Director of the LRC and the center's staff will maintain a program of print and electronic publications to ensure that current information about the LRC including its services, collections, policies, and procedures is readily available to patrons and colleagues. Complete and open documentation of LRC operations will assist clientele in making the most effective use of the center's services.

The LIS vendor will provide current information about the system for use in LRC publications.

- 6.1 LRC Web Site – Ensure patrons have electronic information about, and access to, LRC services through a Web site.

The Web site will be the primary source of information about the LRC. Each service or resource offered by the center will be accessible from a category of links, or have a direct link, from the LRC home page. The links will use standard English words and phrases. These links will direct LRC patrons to information about services as well as provide links to online services, such as interlibrary loan requests, virtual reference services, or scheduling training within the information literacy co-curriculum.

The functions supported by the LIS will appear as links in the LRC Web site. The LIS itself will thus be transparent to students and faculty who use the system. They will be able to go directly to the resources or functions they need, such as a catalog search or an interlibrary loan request.

- 6.2 LRC Print Publications – Publish print materials to inform LRC patrons about services and resources.

A printed LRC Handbook produced by the LRC staff will ensure that patrons have access to printed information about LRC services. The content will parallel content of the Web site.

The LIS vendor will provide clearly written information about features of the LIS for incorporation in the handbook.

- 6.3 Electronic Bulletin Boards – Display information about the LRC on electronic bulletin boards located strategically throughout the LRC.

People look to signs and displays for information about how to find services and materials. Large flat-panel displays mounted on walls at appropriate places within the LRC will serve as electronic bulletin boards to provide directional information, announcements, directory information, and policy guidance for patrons in the LRC.

The LIS screens will be suitable for display in electronic bulletin board formats.

GOAL 7: Collections – Provide the information resources necessary to support learning and research.

It is anticipated that at the full operation of the university, the collection will include approximately 75,000 volumes. This collection will provide the information resources necessary to carry out the university's teaching commitments and to support the research of its students and faculty.

The role of the LIS in maintaining current and convenient information about the use of the collection will be critical to success of the LRC in supporting the curriculum. The collection will be in constant flux, not an ever-growing collection. The LIS will provide management information about usage of items. The LIS will facilitate addition and deletion of item records to support a constant process of usage review and de-selection as appropriate.

7.1 Formats – Select materials in the format best suited to convey the content effectively.

Resources will include but will not be limited to electronic resources, books, pamphlets, documents, periodicals, manuscripts, maps, microforms, non-print media, and artifacts. Whenever an item is available in both electronic and print formats, the electronic version will be acquired unless it is too costly or is judged by LRC staff or PMU faculty to be unsuitable to communicate the information. Electronic resources provide recognized value in controlling space and time for storage and access. Additionally, emphasis on electronic access will ensure full equity of use for male and female students, faculty, and staff regardless of their physical location within or outside the facility.

The LIS will support information about materials in a variety of formats and will enable direct linkages from catalog records to electronic resources.

7.2 Selection Guidelines – Follow professional best practices in selecting materials

7.3 Collection Development – Staff will collaborate with faculty in selecting materials for the LRC.

Selection of materials for the collection will be accomplished cooperatively by members of the faculty and liaison librarians who are assigned to the various subject areas. The subject liaison librarians will have responsibility for coordinating collection development in each subject area. Ultimate responsibility for the development and maintenance of the collection rests with the Director of the LRC.

The LIS should provide all members of the PMU community who are involved in selection and development of the LRC collection with access to reports about the quantity and use of materials in the collection by class. The management reports provided by the LIS will ensure that collection development decisions are based on current and accurate information about the needs and demands for materials.

- 7.4 Resource Allocation – Faculty and LRC staff will collaborate in allocating resources for collection development.

Each year, in consultation with the LRC Advisory Committee, the Director of the LRC will determine the allocations in the materials budget. The committee will review the allocation criteria periodically. The Director of the LRC will monitor expenditure of the funds for materials purchases.

The LIS will provide management information in convenient, exportable formats for use by LRC administrators and faculty in monitoring resource allocation and the effectiveness, as measured by use, of the allocations and selection decisions.

- 7.5 Special Collections – Develop resource collections of specialized interest due to such factors as format, subject, issuing agency, or audience.

Policies specific to each of these collections will be prepared to address responsibility for selection, guidelines for acquisition and use, collection maintenance, and treatment of gifts. Such collections may include faculty publications and government documents.

The LIS will support description of and access to local specialized collections.

- 7.6 Official Publications – Provide government publications of interest to the PMU community.

The LRC will selectively acquire, organize, preserve, and provide access to publications issued by various ministries and government departments of the KSA.

The LIS will support the required indexing and cataloging of government records and publications.

- 7.7 Gifts – Accept gifts that support the LRC mission.

The LRC will accept donation of gifts of materials or money for information resources for the collection when such gifts enhance the present and future mission of the LRC. Donated materials will be added to the collection when they are consistent in both content and format with the standards presented in the collection development plan.

The LIS will include the ability to preserve and present information about the donors of materials, where such identification is appropriate.

- 7.8 Weeding – Maintain a collection of current, attractive, and useful materials.

The size and currency and vitality of the collection will be maintained through rigorous weeding. Factors such as relevance, external availability, circulation statistics, and physical condition will be considered when evaluating materials for withdrawal.

The LIS will present information about materials that can be used in managing the collection and weeding in an effective manner.

- 7.9 Acquisitions – Develop procedures, maximizing use of automation, for acquisition of materials.

The ordering and receipt of library materials as well as management of the materials budget will be the responsibility of one of the Library Technicians who will be designated as Acquisitions Assistant. This staff member will accomplish his responsibilities according to the procedures and protocols available in the acquisitions module of the LIS.

The LIS will interface with the systems of major library vendors so that bibliographic records can be entered into the system at the time of selection and accounts maintained in timely and accurate manner.

Because it is likely the Acquisitions Assistant will not be a professional librarian, it is essential that the LIS acquisitions function be well documented and readily mastered through effective and efficient training materials and tutorials provided by the LIS vendor.

- 7.10 Opening Day Collection – Ensure the availability of a suitable collection that will provide necessary materials for the beginning of the academic programs as they are launched at the PMU.

The Director of the LRC will work with an “Opening Day Collection” provider to define the parameters of the collection and to identify and purchase the core resources mandatory for support to the PMU academic programs. In addition, this core collection will include the online databases and non-circulating resources required to provide general reference assistance as well as the reference materials required for the advanced programs.

The LIS vendor will work with the Director of the LRC and staff to ensure that the opening day catalog is complete and accurate. There will be no legacy database to convert and install.

GOAL 8: Facilities – Create and maintain LRC facilities that are appropriate to support its teaching, research, and service mission.

The physical environment of the LRC will foster the development of a learning-centered environment by providing attractive, comfortable, and efficient work spaces for students working independently and in groups, for reading and reflection, for faculty and student research, and for staff.

- 8.1 Furnishings – Acquire furniture of high quality, designed for comfort and durability.

The LIS selected will have aesthetic as well as functional dimensions. From hardware to software, the LIS will be consistent with the requirements for an environment that is conducive to academic success.

- 8.2 Technology – Acquire the equipment necessary to enable LRC staff to use technology effectively in managing information, and to enable students and faculty to obtain information when and where it is needed.

The workstations for faculty, librarians, and students are described in the report PMU Infrastructure Specifications, which establishes a pervasive use of wireless technologies to support research, teaching, learning, communications, and presentations.

The LIS will be integrated within the technology resources available to the PMU community wherever they are located on campus. The LIS will be accessed through the campus network. It will provide bibliographic control, a public catalog, circulation control, interlibrary loan control, and an interface to electronic resources.

GOAL 9: Administration and Staff – The administration and staff of the LRC will serve as models of the professionalism toward which the PMU Core Competencies aspire.

Administration of the LRC will ensure that operation of the LRC is consistent with the principles and guidelines specified in the report PMU Organization. The critical success factors detailed in that document for the university as a whole will apply to the LRC as well:

- the importance of structure
- a decentralized management style
- the importance of reflecting the strength of the Saudi culture
- focus on learning-centered methods
- accountability
- community involvement

9.1 Leadership – Establish a leadership structure that will ensure effective coordination of the activities required to carry the out LRC’s mission.

The LRC will operate under the leadership of a director who will report to the Vice Rector for Academic Affairs. The Director of the LRC will be responsible for all library operations of the LRC.

The director will work closely with the PMU Chief Information Officer. The Chief Information Officer and Information Technology Services will be responsible for the implementation, operation and maintenance and operation of the LIS.

9.2 Professional and Support Staff – Design positions for professional staff and support staff and fill those positions with persons who will model the core competencies expected of graduates of the PMU.

The personnel required to staff the LRC and the organizational structure are presented as a chart in Appendix C, PMU Learning Resources Center Organization.

Librarians and support staff will be users of the LIS. The implementation, systems operations, and hardware and software maintenance of the LIS will be responsibilities of the university IT department. The LIS selected will not require LRC staff to have programming knowledge. Functions performed by LRC staff will be enabled and facilitated by and LIS that emphasizes usability.

Learning Resources Center Staffing for Library Functions

Function	Position Title
Administration	Director of the LRC
	Administrative Assistant to the Director
	Associate Director of the LRC
	Administrative Assistant to the Associate Director
Library Services (8 Librarians)	Librarian for Library Information Systems
	Librarian for Information Literacy
	Librarian for Multi-Lingual Cataloging
	Librarian for Collections Development, Print and Media
	Librarian for Collections Development, Electronic
	Librarian for Public Information
	Librarian for Access Services
	Librarian for Reference Services
	Library Support (6 Technicians)
Technician for Cataloging	
Technician for Acquisitions	
Technician for Acquisitions	
Technician for Access Services	
Technician for Access Services	
Support Staff (6 Clerks)	Clerks
Students	Part-Time Workers

- 9.3 Professional Development – Maintain professional and support staff whose mastery of the PMU core competencies continues to develop during their employment at the PMU.

The Director of the LRC and the center's staff will design a professional development program that enables LRC staff to constantly increase their sophistication in using advanced technologies to accomplish their service goals.

The LIS vendor will play a key role in providing ongoing professional training for new and continuing LRC staff to ensure that all LRC staff maintains current knowledge of the operations and capabilities of the LIS.

- 9.4 Campus Collaboration – Maintain close linkages with the PMU academic units that the LRC serves and with other service units that provide related academic support.

The LIS vendor will maintain close connections not only with the Director of the LRC, the Librarian for Library Information Systems, the Technician for Library Information Systems, and others on the LRC staff but also with the managers and technicians in the IT division. This will facilitate a partnership and collaboration among all those concerned with providing effective information services.

- 9.5 Professional Relationships – Maintain external relationships and partnerships with learning resource support agencies at other universities to ensure the PMU participation in the network of professional partners.

The LIS vendor will assist the LRC Director and staff by helping to build and maintain collaborative communication with other institutions using the LIS vendor services and products. The LIS vendor will support a users' group and communication network for face-to-face as well as electronic and print exchanges of information and ideas.

GOAL 10: Governance – Create policies informed by advisory bodies comprised of representatives of various constituencies and areas of expertise.

In the North American university model, the principle of shared governance guides administrators in creating ways to invite their constituencies and colleagues to offer information and counsel. While responsibility and authority rest ultimately with the Director of the LRC, the policies and procedures of the LRC will be advised by several groups.

- 10.1 Collaboration with Faculty – Ensure faculty a representative voice in the policies and procedures of the LRC.
- 10.2 Collaboration with Peer Institutions – Ensure the Director of the LRC is actively involved with professional peers in the Region.
- 10.3 Collaboration with the Professions – Involve the professional community, particularly in fields in which the academic programs place graduates, in the affairs and development of the LRC by creating an organization called Friends of LRC.

While it would be inappropriate for the LIS vendor to participate directly in governance, the vendor will support collaborative exchanges and programs internally and externally. The vendor will be a partner with the LRC in assuring the success of the system as the principal tool and, often, the virtually visible face of the LRC.

APPENDIX E

OVERVIEW: PRINCE MOHAMMAD BIN FAHD UNIVERSITY

VISION AND MISSION

The continuing rapid development of Saudi Arabia and the growth of various new sectors of the Kingdom's economy calls for the substantial number of graduates capable of leadership in diverse fields of business, engineering, information technology, culture, education, community development and public administration. New universities will be among the potential contributors to ensuring that the Kingdom has the necessary manpower with the appropriate competencies (skills, knowledge, attitude), technical knowledge and foresight to rise to the challenges ahead.

The initiative to establish the University has been taken by a group of renowned individuals under the auspices of HRH Prince Mohammad Bin Fahd Bin Abdulaziz.

The proposed commencement of the first year of operation is September 2006.

A. VISION

The vision of the founders for the university is to be a unique and distinguished higher education institution that participates in:

- Preparing future leaders in various fields of human knowledge and its application.
- Enriching and developing intelligence.
- Exploring innovative methodologies and technologies to achieve its objectives.
- Breaking the barrier between academic and business society.

B. MISSION

The university mission is to achieve the following objectives:

- Contribute to advancement of human intelligence and promulgation and development of knowledge.
- Prepare specialized candidates in various fields of human knowledge through utilizing modern technologies in the education process.
- Transform the graduate to play a pioneering and leading role in the community, enabling him or her to take responsibilities and contribute to solving problems through innovative thinking, collective work, reflection and self-development.
- Link academic programs and specializations with actual requirements of the surrounding work environment. This is undertaken by maintaining effective participation and cooperation between the University and local business firms.

- Guide research activities to create solutions for persistent problems in surrounding communities, through applied research and technical consultation. The importance of performing basic scientific research for enriching human intelligence should not be neglected.
- Provide community service through continuous training and education.

DEFINING CHARACTERISTICS

A. LOCATION AND ORGANIZATION

- **Location:** The new private university will be located in the vicinity of Al-Khobar area in the Eastern Province of the Kingdom of Saudi Arabia (KSA). The area of the Dammam-Dhahran-Al-Khobar triangle has undergone a dramatic transformation in recent years, developing into a booming industrial region. The intended university location is just 100 Km away from the Jubail Industrial City, which is one of the two new industrial cities recently built in the Kingdom.
- **Legal Status:** The PMU will be a private university licensed by the Ministry of Higher Education and subject to the regulations of the Ministry that pertain to privately operated post-secondary educational institutions in the KSA.
- **Financial Status:** The land for the PMU has been donated by HRH Prince Mohammad, and the facility costs and initial operating capital will be provided by a group of private investors. The operating costs of the university will be supported by tuition charged to the students and by revenues generated by commercially operated services such as continuing education and research and development on the campus.
- **Institutional Governance:** The PMU will be governed by a Board of Trustees and a University Council according to the regulations of the Ministry of Higher Education regarding the governance of private post-secondary institutions.

B. STUDENTS

- **Source of Students:** The PMU will admit students according to the Saudi Arabian governing rules and regulations of higher education without regard to nationality, geographical origin, or religion who can meet the competitive admission standards and pay the required fees. Most students will be secondary school graduates from the Eastern Province of the KSA studying for the first university degree.
- **Student Genders:** The PMU will admit both male and female students; however, the campus will be divided into areas that will maintain gender separation.

- Admission Standards: The PMU will maintain highly competitive admissions standards as measured by an admissions examination and an interview.
- Size and Composition of Student Body: The PMU will have a maximum total enrollment of 5,550 students with 1,110 in a non-credit, preparation year program and 4,440 enrolled in four-year degree programs

C. LEARNING DISTINCTIONS

Graduate Competency Profile: The PMU is committed to preparing high quality graduates for employment in high demand fields in the Eastern Province. Recognizing that success in the world depends not only on knowledge of a specific academic discipline, but also on a broader set of skills and abilities, the PMU has designated six learning outcomes that each graduate must master. The six PMU learning outcomes are:

- Communication.
- Technological Competence
- Critical Thinking and Problem Solving
- Professional Competence
- Teamwork
- Leadership

Information Technology Emphasis: A distinctive characteristic of the PMU will be its emphasis on the utilization of information technology resources throughout the institution, in all academic programs and courses, and in the management of the PMU. The library information system will play a significant role in creating the university's technology environment.

D. ACADEMIC DEGREE PROGRAMS

- Academic Program Structure: The structure of PMU academic programs will follow the North American model that utilizes a common academic core curriculum that forms a common basis for all degree programs, and individual degree majors that provide the academic specialization and the name of the degree awarded.
- Language of Instruction: English will be the language of instruction in all degree programs and courses except those devoted to the study of the Arabic Language and Islamic Studies.
- Preparation Year Program: In order to meet the high admissions standards for the degree programs, the PMU will offer a one-year, non-credit year of study for students who need additional preparation in the English language, mathematics, and learning skills.
- Undergraduate Degree Programs: The initial academic degree programs to be offered to male and/or female students by the PMU will be organized into three colleges as demonstrated by the following table:

Organization Unit / Degree Program		Male Enrollment	Female Enrollment
Preparation Year		600	510
College of Engineering			
	B.S. in Electrical Engineering	320	
	B.S. in Mechanical Engineering	320	
	B.S. in Civic Engineering	280	
	B.S. in Interior Design		380
	Engineering Sub-Total	920	380
College of Information Technology			
	B.S. in Information Technology	320	320
	B.S. in Computer Science	320	240
	B.S. in Computer Engineering	120	120
	Information Technology Sub-Total	760	680
College of Business Administration			
	B.S. in Accounting	160	200
	B.S. in Business Administration	240	260
	B.S. in Finance	160	220
	B.S. in Management Information Systems	160	300
	Executive Masters in Business Administration	*	*
	Business Administration Sub-Total	720	980
PMU Total		3,000	2,550

**The Executive MBA is a part-time program open to both males and females. Enrollment estimates are not included in the planned campus size.*

- Graduate Degree Program: The initial graduate program to be offered by PMU to both male and female students will be an Executive Masters in Business Administration. This degree will be offered on a part-time basis.
- Learning Modes: Consistent with the commitment to developing student learning outcomes and competencies, the PMU will emphasize “student oriented” teaching and learning methodologies throughout all academic programs.
- Learning Resources Center: The PMU Learning Resources Center will encompass more than a traditional library. Consistent with the emphasis on information technology, the PMU LRC will offer extensive access to electronic based resources. In support of student independent learning strategies, the facility will also provide spaces for students to collaborate

in teams on group projects, or to meet with faculty and staff for tutorials and/or small group activities.

- Professional Development Center: The PMU will include a center for the training and support of faculty and professional staff such as librarians in their efforts to incorporate the latest teaching technologies into the curriculum and their programs.

E. RESEARCH AND COMMUNITY SERVICE

- Instruction and Research Emphasis: The initial focus of the PMU will be placed on the development of high quality instructional programs. However, the academic programs plans also will emphasize maintaining excellence as a teaching institution along with a strong program of research and service activities.
- Continuing Education: PMU incorporates into its purpose an extension and public service component to provide life-long learning opportunities such as continuing education, extension education, outreach or public and community service programs.
- Center for Research Development and Continuing Education: The PMU will staff a center for the purpose of supporting research and services activities, and for the delivery of instructional services to clients and learners off-campus.

APPENDIX F
LEARNING RESOURCES CENTER
STAFF ORGANIZATION CHART

