

University System Design (Academic/ Administrative)

Selection Process of System Design Academic Consultant

- ❖ **Preparing list of national / international academic consultants** who are qualified to participate in the System Design Project.
- ❖ **Preparing Request for Proposal (RFP)** which includes system design requirements and PMU Synopsis. The University Synopsis was some kind of a brief about the expected PMU characteristics.
- ❖ **Sending RFPs to selected academic consultants.** RFPs were mailed to Vice-Chancellors / Presidents of reputable Universities, Educational Consultants and International Educational Consortiums in USA, Canada, Australia and UK. The RFPs incorporated the System Design requirements (in the form of Call for Quotations Letter) in addition to PMU Synopsis.
- ❖ **Receiving and analyzing technical and financial proposals.** Universities' response to PMU RFPs was not as anticipated. Most of the universities did not respond or declined and some universities submitted proposals which fell short of PMU requirements. The reason, as we believe, is that universities in general have little experience in setting-up System Design from scratch in another cultural context. So, it became very obvious that only international educational consortiums with broad experience in designing such complex systems in other countries and cultures, can handle this vital and complicated project.

Six (6) Academic Consultants responded with technical / financial proposals to PMU RFP.
- ❖ **Selecting the System Design Academic Consultant.** Received proposals were analyzed technically and financially based on well-defined criteria (**Brief Overview, Consulting Services Capabilities, Previous Relevant University System Design Projects Especially in the Middle East and GCC, Design Period...etc**) and the TIEC (Texas International Educational Consortium) was short-listed for final negotiations.

Awarding the System Design Contract

Rigorous communications with Texas International Educational Consortium (TIEC) has led in the end to receiving comprehensive and final technical / financial proposal which satisfy PMU requirements.

Based on the above, the final recommendation to the PMU Founding committee was to award the System Design Project to TIEC because of their proven track record in setting-up universities in GCC countries in general and KSA in particular. The PMU founding Committee decision was to go with the recommendations and award the contract to TIEC. The System design contract was signed in October 2003.

The purpose of contractual relationship between PMU and TIEC was to facilitate the establishment of PMU through the development and implementation of a comprehensive design for all major components of PMU by highly-qualified experts whose services will be secured and managed by TIEC.

Brief About the Academic Consultant - TIEC

The Texas International Education Consortium (TIEC) is a private, non-profit corporation chartered under the laws of the State of Texas, U.S.A. It is comprised of 32 public universities in Texas and is organized and staffed to conduct large, complex, and comprehensive international higher education projects through the active participation of its affiliated universities. In conducting such projects, TIEC augments the expertise available through its affiliated universities by calling upon distinguished faculty and staff from other prestigious universities within the U.S. and abroad. Universities affiliated with TIEC are as follows:

- ✓ **Angelo State University**
- ✓ **Lamar University**
- ✓ **Midwestern State University**
- ✓ **Prairie View A&M University**
- ✓ **Sam Houston State University**
- ✓ **Stephen F. Austin State University**
- ✓ **Sul Ross State University**
- ✓ **Tarleton State University**
- ✓ **Texas A&M International University**
- ✓ **Texas A&M University**
- ✓ **Texas A&M University - Commerce**
- ✓ **Texas A&M University - Corpus Christi**
- ✓ **Texas A&M University - Kingsville**
- ✓ **Texas Southern University**
- ✓ **Texas State University-San Marcos**
- ✓ **Texas Tech University**
- ✓ **Texas Woman's University**
- ✓ **The University of Texas-Pan American**
- ✓ **The University of Texas at Arlington**
- ✓ **The University of Texas at Brownsville and Texas Southmost College**
- ✓ **The University of Texas at Dallas**
- ✓ **The University of Texas at El Paso**
- ✓ **The University of Texas at San Antonio**
- ✓ **The University of Texas at Tyler**
- ✓ **The University of Texas Health Science Center at San Antonio**
- ✓ **The University of Texas of the Permian**
- ✓ **University of Houston**
- ✓ **University of Houston - Clear Lake**
- ✓ **University of Houston - Downtown**
- ✓ **University of Houston- Victoria**
- ✓ **University of North Texas**
- ✓ **West Texas A&M University**

System Design Methodology

Overview

The TIEC methodology for an institutional design project utilizes a Project Management Team (PMT) that structures the project around a set of integrated design tasks. Each task was then completed by a team of experts selected for their particular knowledge and experience needed for the task.

The PMT worked with the PMU Project Manager and staff to establish a set of parameters that define the project and prepared the scope of work for each task team within those parameters. A schedule of work was also prepared, reviewed and agreed with the PMU Project Manager. This schedule established a set of milestone dates for the key steps in the work of each task team. These milestones specified dates when actions must be completed by TIEC, by the task teams, and by the PMU Project Manager and staff. This schedule was an essential part of the design plan in order for the project to be completed by the specified date in the Contract.

The PMT scheduled and coordinated the work of each task team, reviewed the quality of the product against the scope of work, and ensured that those teams whose tasks are interdependent work together in an efficient and effective manner. The task teams included members from Saudi Arabia who are designated by the client group so that the task team products reflect the local conditions, practices and customs in the Kingdom.

Throughout the entire design period, the PMT reported regularly to the PMU Project Manager on overall progress as one means to adjust the project content and schedule to achieve the ultimate design goal.

Tasks of the System Design Project

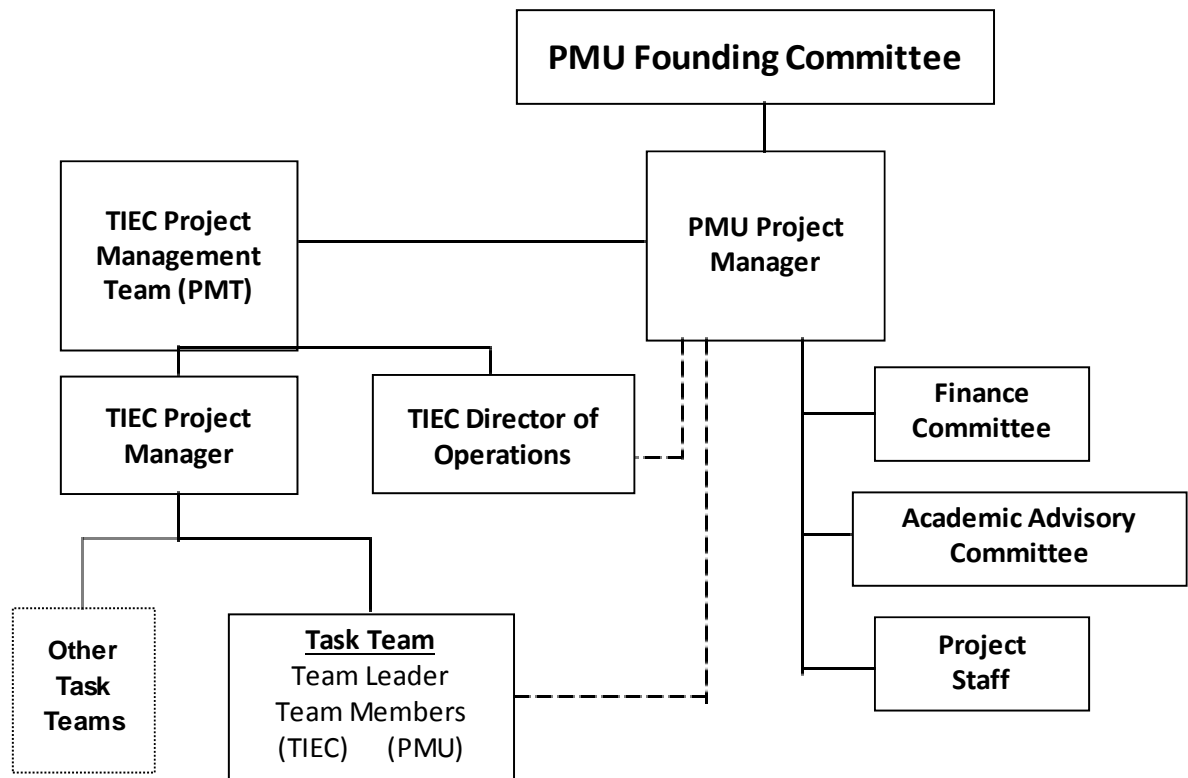
Based on discussions with PMU management and advisors, TIEC and PMU agreed on the following tasks for the development of specified elements of the PMU. They are:

- a. **Defining Characteristics, Critical Path and Implementation Plan**
- b. **Information Technology Services**
- c. **Facilities Planning Liaison**
- d. **Organizational Structure, Position Descriptions, and Human Resources Development**
- e. **Enrollment Management**
- f. **Preparation Year Program**
- g. **Undergraduate Core Curriculum**
- h. **Business Programs**
- i. **Undergraduate Information Technology and Computer Science Programs**
- j. **Undergraduate Engineering Programs**
- k. **Student Support Services**
- l. **Learning Resources Center**
- m. **Teaching Development Center**
- n. **Policies and Procedures Manual**
- o. **University Management Information System**
- p. **Division of Research Development and Continuing Education**
- q. **International Affiliations and Accreditation Plan**
- r. **Interior Design Curriculum**
- s. **Personnel and Financial Resources Forecast**

Project Management Organization

The overall management of the project is illustrated in the diagram that follows. The TIEC Project Management Team (PMT) and the PMU Project Manager provide the primary link between the Academic Consultant and the client. Other linkages to the PMU Project Manager illustrate selected groups involved with the PMU that have relevance to TIEC activities. All TIEC Team Leaders report to the TIEC Project Manager. The task team includes members identified by TIEC and by the PMU. In addition to their task team relationships, the PMU team members also maintain communication with the PMU Project Manager.

PROJECT MANAGEMENT ORGANIZATION



Critical Path of Design Tasks

The schedule of work for all of the design tasks in the project was reviewed and finalized as part of the first task and included in the deliverable "Defining Characteristics and Critical Path". The schedule estimates the task start date, end date, and selected milestones. Subject to the consideration of all defining characteristics for the PMU, the milestones specify dates for task team meetings, visits to the KSA by the Team Leader, draft report delivery, comments from the PMU, and final report delivery. Any revision to the final schedule of work was made by mutual agreement in writing between the two parties. **The System Design Project was finalized in Mid year 2005, 1 year prior the actual start date of PMU.**