



Project for a Strategic Plan for University Education

in the Kingdom of Saudi Arabia

(Horizon and Future of Higher Education 1426-1450 H)

-Aafaq-

DOMAIN OF STUDIES

B. Specialized Studies

- B-1 Educational technologies
- B-2 Students
- B-3 Faculty
- B-4 Information technology system

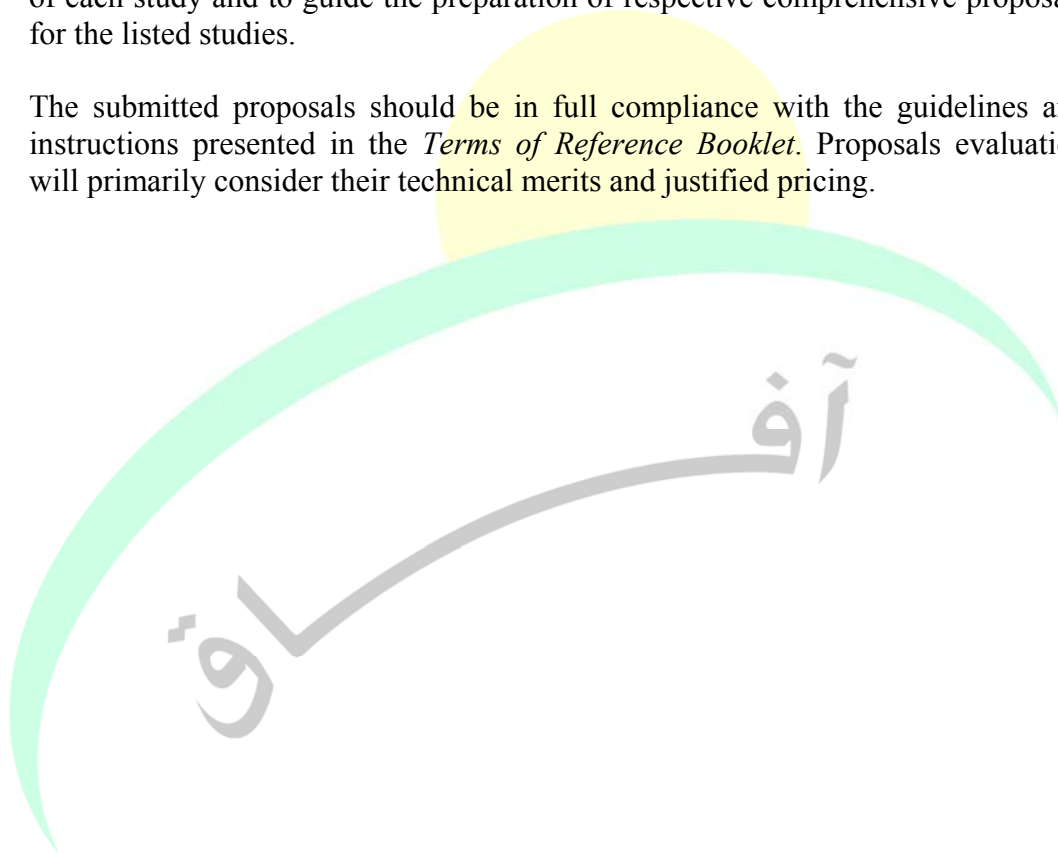
Preface

Following is a brief presentation of *Aafaq* project demonstrating a comprehensive layout of deliverables that should be included in the proposals submitted in fulfillment of the Specialized Studies (Group B). The covered studies are:

- B-1 Educational technologies
- B-2 Students
- B-3 Faculty
- B-4 Information technology system

This demonstration is intended to illustrate the specific requirements of the scope of each study and to guide the preparation of respective comprehensive proposals for the listed studies.

The submitted proposals should be in full compliance with the guidelines and instructions presented in the *Terms of Reference Booklet*. Proposals evaluation will primarily consider their technical merits and justified pricing.



Contents

1. Project for a Strategic Plan for University Education in the Kingdom of Saudi Arabia

Introduction

Objectives of the project

Studies included in the project

- A. Track studies
- B. Specialized studies
- C. Various specialized sectors studies

2. Group (B) studies: Specialized Studies

B-1 Educational technologies

1. Introduction
2. Significance of this study
3. Objectives
4. Scope and aspects
5. Requirements
6. Deliverables
7. Duration

B-2 Students

1. Introduction
2. Significance of this study
3. Objectives
4. Scope and aspects
5. Requirements
6. Deliverables
7. Duration

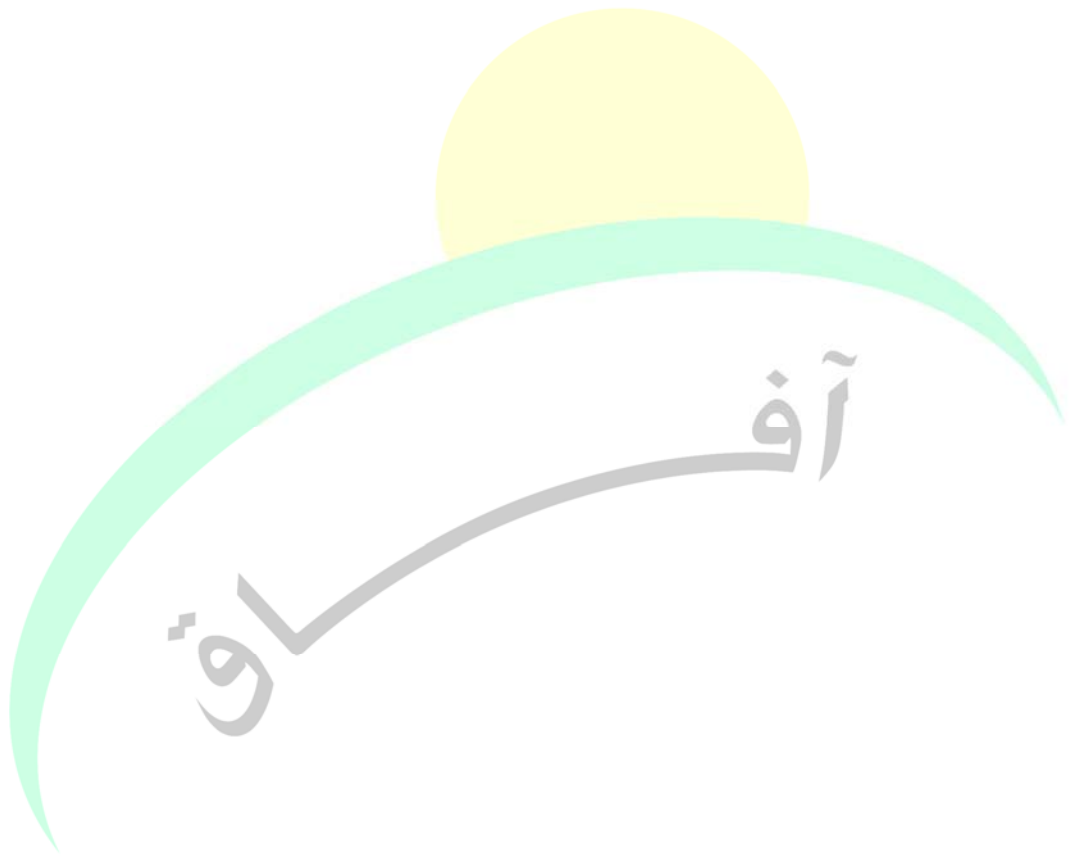
B-3 Faculty

1. Introduction
2. Significance of this study
3. Objectives
4. Scope and aspects
5. Requirements
6. Deliverables
7. Duration

B-4 Information technology system

1. Introduction
2. Significance of this study

3. Objectives
4. Scope and aspects
5. Requirements
6. Deliverables
7. Duration



8. 1- Project for a Strategic Plan for University Education in the Kingdom of Saudi Arabia

(Aafaq)

1-1 Introduction

The Kingdom of Saudi Arabia under the leadership of the Custodian of the Two Holy Mosques is witnessing nowadays a comprehensive development in all social and economical aspects. In this context, the higher education system plays a central role towards fulfilling the human resources needs of this developmental operation through rendering scientifically qualified graduates with high-quality technical skills, and after all relying on Islamic high values.

Higher education in Saudi Arabia -as in other similar educational systems- faces various challenges such as, academic excellence, high levels of demand, and the capability of its establishments to cope with the ever-increasing population growth rate and the demographic distribution. The system is also challenged with issues that deal with the effectiveness of partnership among its organizations with other private sector establishments in the areas of research and development. The efficiency of the systems' establishments towards their coordination with scientific research and technical development issues presented by the effect of globalization should also be scrutinized. Moreover, the system's ability to cope with global influence on education principles, and its satisfaction towards the job market needs are also considered as effective challenges.

The Ministry of Higher Education has actually launched an initiative to prepare a modern and ambitious long-term plan for university education. Hence, the country will be able to fulfill all complicated challenges via following a long-term strategic plan method that relies on a scientific and balanced method in order to come out with scientific and objective results.

The approach implemented to execute this vital project includes two essential outlooks:

First: Theoretical outlook, and all related aspects such as literature survey, and identifying related international experiences.

Second: Practical outlook, which relies on executing a set of studies aiming at generating documented scientific outcomes, giving practical recommendations with the required quantity for all aspects of the plan. Therefore, the availability of sufficient, accurate, and high-quality information is considered to be a primary basic procedure that all the other procedures of executing the project will rely on.

A set of technical studies will be conducted under the umbrella of this national project. These studies are expected to come out with scientific and objective results needed to develop the conclusions and essential recommendations needed for the future plan. In addition, these results are needed in executing

the plan's aspects in all the domains of the higher education system in the Kingdom.

Other studies implemented in this project focus on the tracks that compose the higher education system. These tracks will include the technical and critical concerns that affect the education system.

1-2 Objectives of the Project

The main objective of the project is to promote the efficiency and effectiveness of the higher education system in Saudi Arabia, through the preparation of an ambitious, futuristic, practical, and long-term plan (for 25 years) that identifies vision, value, standards for performance measurements, and resource requirements. It additionally aims to improve adequate utilization of human and financial resources; and encouraging universities to allocate more resources for community service. This plan should include all detailed aims, objectives, and required strategies for the future of the development sector for the coming 25 years.

The project is also geared to produce a detailed implementation plan for higher education for the first 5 years and should propose a mechanism for institutions of higher education for sustainable continued planning and implementation of strategic and operational plans.

1-3. Studies included in the project

A. Track studies

Executing the works of preparing a strategic plan for university education in the Kingdom postulates studying the tracks comprising the higher education system in order to cover the various issues related to and affecting the system. The purpose of that is to figure out the scientific and objectives outcomes required to develop the essential conclusions and recommendations for setting up the strategy, and establishing performance evaluation criteria. All of these fundamentals are required to execute the aspects of the long-term plan in all studied domains of the higher education system in the Kingdom.

These tracks comprise conducting a number of evaluative studies on the issues facing the higher education in reference to previous studies administered by the Ministry of Higher Education. This task has been organized in eight main tracks, namely:

- A-1. Admission and capacity
- A-2. Compliance with job market
- A-3. Cost, financing, and infrastructure
- A-4. Organization and management
- A-5. Educational process
- A-6. Graduate studies
- A-7. Scientific research

A-8. Community services

B. Specialized studies

Executing the long-term strategic project plan of university education in the Kingdom determines performing a number of specialized studies that cover various technical aspects as well as issues that have an effect on the higher education system. That will enable figuring out the scientific and objective outcomes required to develop the essential conclusions and recommendations for the setting up strategy, and establishing performance evaluation criteria. Hence, the long-term plan's aspects in all domains of the higher education system in the Kingdom will be achieved and executed.

The evaluative studies comprise four specialized studies, namely:

- B-1 Educational technologies
- B-2 Students
- B-3 Faculty
- B-4 Information technology

C. Professional Sectors Studies

The project of preparing the long-term strategic plan for university education in the Kingdom determines studying the various specialized sectors for the higher education system. That will enable figuring out the scientific and objective outcomes required to develop the essential conclusions and recommendations for setting up the strategy, and establishing performance evaluation criteria. All are required to cover the long-term plan's aspects in all domains of the higher education system in the Kingdom.

The evaluative studies comprise five specialized sectors, which are:

- C-1 Private higher education
- C-2 Female higher education
- C-3 Health education
- C-4 Engineering education
- C-5 Pedagogical education

By executing these studies, it is expected to reach the scientific and objective outcomes required to develop the results and essential recommendations for the strategy, and performance evaluation criteria in order to cover the long-term plan's aspects in all domains in the higher education system in the Kingdom.

B-1. Educational Technologies

- 1. Introduction**
- 2. Significance**
- 3. Objectives**
- 4. Scope and aspects**
- 5. Requirements**
- 6. Deliverables**
- 7. Duration**

Educational Technologies

1. Introduction

Educational technologies play a major role in the success of the educational process. These technologies comprise all technical methods related to information searching, transferring, and presenting it to the learner in terms of the required infrastructure in terms of hardware and audio-visual programs.

2. Significance of this study

This study derives its significance from the necessity of evaluating the currently used educational technologies in the higher education institutes. In addition, suggesting the most appropriate methods for improving the quality of learning levels, reducing the costs associated with the education process, enhancing the internal efficiency, and increasing the higher education system's compliance rates to the requirements of the job market.

3. Objectives

This study aims at evaluating all aspects related to the current and futuristic educational technologies in the higher education institutes in the Kingdom, as well as the required aspects for unitizing it efficiently in order to server the educational objectives for both males and females. The additional objectives of this study are represented in the following:

1. Indicating the required factors, methods, mechanisms, tools, hierarchy, and infrastructure for the efficient utilization of educational technologies in the higher education institutes in the Kingdom.
2. Developing a comprehensive mechanism/model, suggesting a practical method for the application of educational technologies in various domains of the higher education institutes in the Kingdom.

3. Proposing efficient rules and methods for utilizing educational technologies in creating the special privacy for female education in the higher education institutes in the Kingdom.
4. Suggesting comprehensive quality criteria in designing and executing all related aspects.

4. Scopes and aspects

The scope of this study comprises doing a comprehensive survey for both the current and futuristic educational technologies used in the higher education institutes in the Kingdom. Moreover, it comprises identifying the best available and applied technologies in similar educational institutes at some selected countries in order to develop criteria for comparison and evaluation. Also, this study comprise the possibility of its application in the national educational institutes, including indicating the demanded aspects, methods, mechanisms, tools, hierarchy, infrastructure, and applicability in the higher education institutes, as well as suggesting a practical method for it application relying on a comprehensive modal mechanism/ system that should be suggested. The scope of this study comprises the following aspects:

1. Identifying the currently applied educational technologies in the higher education institutes in the Kingdom and some selected countries, that are expected to be used in the coming 25 years. In addition, identifying the use demands, feedbacks, the effect of its application on the outputs quality, and the associated feasibilities.
2. Identifying the modern methods and applications of the educational technologies according to the international experiences, and evaluating its outcomes, capability, efficiency, success, and reasons of failure.
3. Evaluating the current situation of the educational technologies application in the higher education institutes in the Kingdom, as well as the educational environment where these technologies are used. In addition, evaluating the available and demanded infrastructures for the best application in the Kingdom (human and financial resources.)
4. Developing the best framework and application method for the updated educational technologies in a comprehensive center in which is considered as an applied modal for using the different educational technologies in all aspects of the current and futuristic higher education institutes in the Kingdom. This should include: Defining the possibly applied educational technologies, scopes of usage, required organizational and infrastructures, how to execute it efficiently, training and skills demands, required mechanisms, internal and external outputs' capability, and continuous updating on it, as well as a practical system for academic evaluation and supervision.

5. Determining the outcomes and scientific recommendations, and preparing the final report.
6. Including high standards criteria in designing all related aspects.

5. Requirements

A. General Requirements

1. The information used for the study should be complete and authorized. In addition, the study needs the contribution of both stakeholders and the audience via convening seminars, workshops, and intensive brainstorming meetings.
2. A qualified and skillful team should be formed, and the team shall consult international experts -when needed- in order to complete the study as requested. Moreover, the established scientific procedures should be used in satisfying the needs of the study.
3. The study's perspective for the future should comprise the duration of the plan for the coming 25 years (i.e. until the year 2032).
4. The basic components of this study should be indicated accurately, and studied in terms of the various changes, indicators, and both local and international criteria, in addition to the Kingdom's development including the economical, social, demographic, technical, and scientific aspects, as well as the requirements of consecutive national development plans.
5. Literature, theoretical concepts, international experience, and best practices should be reviewed for not fewer than five higher education information technology experiences from different countries of varying development records. The characteristics of those experiences, the reasons for their positive and negative outcomes in the study, as well as the possibility and the way of applying their positive outcomes, and dealing with the findings in the Kingdom effectively, all should be previewed.
6. The current situation should be studied by reviewing the different aspects of this study, such as challenges and problems, different phenomena, supply and demand, and the effects of different operations in higher education institutes that are related to the study.
7. The conditions of higher education institutes in the Kingdom should be compared and contrasted within the framework of this study locally, and then compared with international experiences and against educational standards.

8. Various aspects of the current situations should be analyzed, and the efficiency of related policies and methods should be estimated. In addition, the vital methods required for developing the higher education system should be identified in order to achieve synchronization with the developmental needs and various issues according to their importance and changes both for now and in the future.
9. A comprehensive strategic analysis for the subject of this study should be performed and should indicate the related issues, aims and future objectives. The analysis should reflect on the challenges and opportunities, obstacles, and the areas of strength and weakness (through comparative and gap studies), then the needs of the stakeholders should be addressed. Indicating the basis of success, drawing the expected scenarios, analyzing the strategic options and their applicability, all help in achieving the real objectives of that long-term plan.
10. All the changes mentioned in this study should be linked so as to enable deriving comprehensive conclusions. Achieving this might -as needed- demand designing mathematical models to represent interactions between various reciprocating relationships such as components and variables related to the scope of this study. That will provide the tool required to forecast the future behavior of these variables and to conduct reliability analyses for the coming 25 years, i.e. until the year 2032.
11. The most effective factors in this study should be the subject of prognostic studies that should be compiled and supported whenever applicable by graphical representation.
12. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
13. The study should introduce total quality methods and mechanisms that shall achieve close and harmonic coordination among the parameters of the study and the recommended practices so that their application fits labor market demands, international changes, and the current and future local needs.
14. Determining the results and giving recommendations.

B. Specific Requirements

1. A seminar, workshops, and meetings with focus groups should be held in order to conceive and take note of different opinions that help in giving recommendations.

2. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.
3. All information related to the currently used educational technologies in the higher education institutes in the Kingdom, and expected to be used among the coming 25 years should be available, as well as the applies procedures. In addition, the educational technologies contribution towards the educational process, the students outreach, infrastructures, financial resources, and the currently available human forces, and what's expected to be available in the future, all should be suggested as well.
4. Reference points and standards for developing the framework and the practical vision of a comprehensive center should be indicated. This center should represent an applied model for using the various educational technologies in all aspects of the higher education institutes in the Kingdom, both the current and futuristic. In addition, it should include all the aspects related to applying the information technology in the best way, as well as giving the opportunity for modifications and improvements in order to enhance the performance.
5. Determining the scientific and objective outcomes which help in forming scientific recommendations in order to include it in the long term plan, and prepare the final report.

6. Deliverables

This study should come out with a comprehensive report that includes the following:

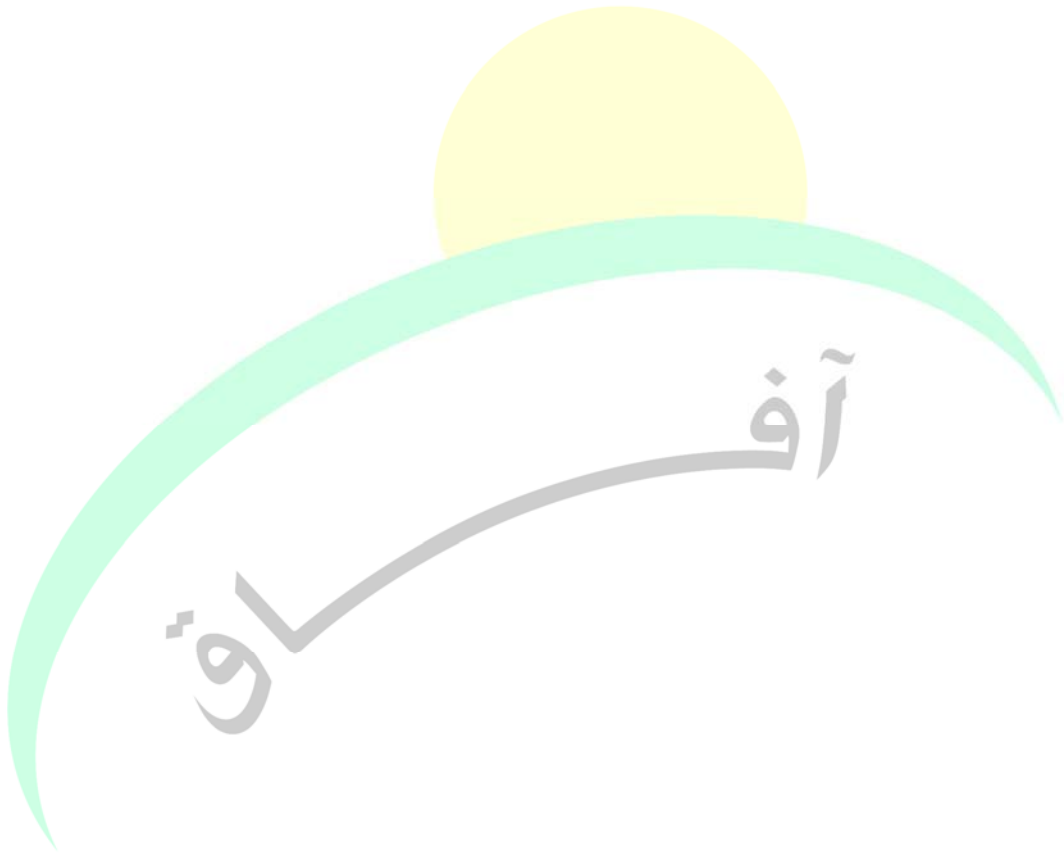
1. An executive summary of the study.
2. A presentation of the results of the current situation analysis study, comparative studies, prognostic studies, including the current and futuristic trends and developments.
3. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
4. Displaying the different scenarios, the outcomes of the efficiency evaluation, and the issues according to their significance, all strategic options and their applicability.
5. Suggesting suitable methods, plans, trends, criteria, and mechanisms to develop the educational technologies in the higher education institutes.
6. Determining the needed methods of execution, budgets, temporal plan, execution responsibilities, training requirements, changing demands,

and other technical parameters that affect the performance of the system.

7. Defining a monitoring and control system, benchmarks, measuring criteria, and standardized indicators.
8. Practical recommendations helping in forming the long term plan regarding the educational technologies.

7. Duration

This study should be executed within 5 months from the contract signing date.



Group (B) Studies: Specialized Studies

B-2. Students

1. Introduction
2. Significance
3. Objectives
4. Scope and aspects
5. Requirements
6. Deliverables
7. Duration

Students

1. Introduction

Students are considered as the focal point of attention of the whole educational process. All the efforts and capabilities are therefore geared together to transform the students into highly effective members of the society to fully contribute in the development of the Kingdom. Hence, devoting all the available resources for the welfare of students upon their joining the higher education institutes all the way to their graduation, does actually serve the whole Saudi community. These efforts guarantee the development of citizens that are scientifically, mentally, and psychologically prepared to serve the Kingdom's ambitious development plan.

On the other hand, the job market nowadays needs well-qualified people with special skills and abilities, to adapt within the work teams, take the right decisions, learn by them selves, think creatively and critically, and communicate easily as well. These abilities require special training that is sometimes not possible after graduation, so it should be practiced inveterately during the higher education stage.

It should be pointed out here that the word *students* throughout the context of this study refers to both males and females, with specific consideration to the privacy stipulated for female education in the Kingdom.

2. Significance of the study

This study is significant because it evaluates the abilities and methods of the students' services and affairs in the higher education institutes, as well as indicating the trends in that domain via comparing local models with other selected international ones in terms of quality, financing abilities, the developmental and job market demands.

This study also derives its significance from the necessity of providing the students with different learning abilities and skills, positive, creative, and critical

thought, analysis, communication, decision-making, etc. Hence, developing these skills during their informal outreach and skills acquirement in the higher education institutes, as well as including all aspects of developing the abilities and skills in the curriculum and the graduation requirements as well.

3. Objectives

This study- in general- aims at studying the students' situation in the universities, and developing their skills and abilities. In addition, it aims- in details- at the following:

1. Revising, evaluating, and predicting the policies related to the students' affairs in the higher education institutes, and studying the related scientific and international criteria.
2. Studying the system of the students' affairs management, and its capability, efficiency, and compliance, and the possible alternatives as well.
3. Studying the fact of cooperation and coordination between the higher education institutes in order to encourage the extra-curricular activities and competition in all aspects.
4. Studying the cooperation and coordination between the higher education institutes, job market, and different community institutes in order to develop the students' skills and behaviors, advice and support them, as well as solve their problems.
5. Evaluating the required special skills and abilities for performance.
6. Determining the required mechanisms to develop these abilities and skills.
7. Indicating proper criteria for the quality of the students' services, and the graduates' abilities and skills as well.

4. Scope and aspects

The scope of this study includes determining the required mechanisms for finding out the best services and environment that helps the students to achieve a good academic outreach, as well as developing their abilities and skills in order to enhance their reaction towards the demands of the practical life after graduation. Therefore, that includes doing the following:

1. Studying the services offered for the students in the higher education institutes in the Kingdom, and comparing them with the international ones.

2. Identifying the policies and procedures related to the students in the higher education institutes, and comparing them with the international ones.
3. Identifying the modern methods, tools, and applications for developing the different abilities and skills. In addition, valuating their outcomes, its capability and efficiency, level of success, and effects on enhancing the performance of the higher education institutes outputs in both quality and quantity.
4. Studying the demands of job practice, and the job demands (in terms of job market demands) including the abilities and skills beyond the academic major. In addition, figuring out the referential indicators and criteria helping in indicating the type of demanded abilities and skills in the students (graduates) in accordance with the educational process academic outreach.
5. Studying and revising the current situation of the various abilities and skills' development programs in the higher education institutes in the Kingdom. In addition, evaluating their effects and outcomes, and understanding its agreement to the criteria that is figured and developed in item (c), as well as evaluating the environment, and the available and demanded infrastructures to achieve the best results.
6. Suggesting the model framework for applying the methods of skills and abilities development in which it should include identifying the types of required abilities and skills and its application. In addition, it should also include the infrastructure demands, methods for executing the programs successfully and efficiently, and the possibility of including it in the curriculum and considering it a requirement for graduation as well. Moreover, it should include the training and labs requirements, required mechanisms, and continuous updating.

5. Requirements

A. General Requirements

1. The information used for the study should be complete and authorized. In addition, the study needs the contribution of both stakeholders and the audience via convening seminars, workshops, and intensive brainstorming meetings.
2. A qualified and skillful team should be formed, and the team shall consult international experts -when needed- in order to complete the study as requested. Moreover, the established scientific procedures should be used in satisfying the needs of the study.
3. The study's perspective for the future should comprise the duration of the plan for the coming 25 years (i.e. until the year 2032).

4. The basic components of this study should be indicated accurately, and studied in terms of the various changes, indicators, and both local and international criteria, in addition to the Kingdom's development including the economical, social, demographic, technical, and scientific aspects, as well as the requirements of consecutive national development plans.
5. Literature, theoretical concepts, international experience, and best practices should be reviewed for not fewer than five higher education information technology experiences from different countries of varying development records. The characteristics of those experiences, the reasons for their positive and negative outcomes in the study, as well as the possibility and the way of applying their positive outcomes, and dealing with the findings in the Kingdom effectively, all should be previewed.
6. The current situation should be studied by reviewing the different aspects of this study, such as challenges and problems, different phenomena, supply and demand, and the effects of different operations in higher education institutes that are related to the study.
7. The conditions of higher education institutes in the Kingdom should be compared and contrasted within the framework of this study locally, and then compared with international experiences and against educational standards.
8. Various aspects of the current situations should be analyzed, and the efficiency of related policies and methods should be estimated. In addition, the vital methods required for developing the higher education system should be identified in order to achieve synchronization with the developmental needs and various issues according to their importance and changes both for now and in the future.
9. A comprehensive strategic analysis for the subject of this study should be performed and should indicate the related issues, aims and future objectives. The analysis should reflect on the challenges and opportunities, obstacles, and the areas of strength and weakness (through comparative and gap studies), then the needs of the stakeholders should be addressed. Indicating the basis of success, drawing the expected scenarios, analyzing the strategic options and their applicability, all help in achieving the real objectives of that long-term plan.
10. All the changes mentioned in this study should be linked to enable deriving comprehensive conclusions. Achieving this might -as needed- demand designing mathematical models to represent interactions between various reciprocating relationships such as components and variables related to the scope of this study. That will provide the tool

required to forecast the future behavior of these variables and to conduct reliability analyses for the coming 25 years, .i.e. until the year 2032.

11. The most effective factors in this study should be the subject of prognostic studies that should be compiled and supported whenever applicable by graphical representation.
12. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
13. The study should introduce total quality methods and mechanisms that shall achieve close and harmonic coordination among the parameters of the study and the recommended practices so that their application fits labor market demands, international changes, and the current and future local needs.
14. Determining the results and giving recommendations

B. Specific Requirements

1. Variants and indicators related to the students' issues and affairs in the higher education institutes should be indicated.
2. A seminar, workshops, and meetings with focus groups should be held in order to conceive and take note of different opinions that help in giving recommendations.
3. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.
4. Identifying the quality of the resources, facilities, and extra-curricular activities, and the methods of supporting and developing it as well.
5. Methods for enhancing all issues related to the students' services and affairs in the higher education institutes should be researched and suggested.
6. Methods for improving the scientific and practical environment in those institutes should be evaluated, which includes:
 - Completing the construction of the permanent locations of the educational institutes.
 - Building the student's character, and his positive contribution in the higher education.

- Overcoming the effects of the social and economical differences on the students' outreach during the higher education stage.
- Offering suitable services, systems, and environment for the student's competition, creative production, and scientific outreach.
- The relation between the student, faculty, and administrative staff.
- Offering suitable and near housing for the students.
- Necessary and entertaining services available inside the campus.
- The abilities of the educational institutes, and achieving its main objective, as well as overcoming all obstacles.
- Developing the students grant system on a fair scientific and competitive basis, and according to the developmental circumstances and demands.
- Finding a social and financial support system for students in need and the immigrants as well, and separating its resources and administration from the educational institutes.
- Developing, supporting, advising, and using the talents for leading roles in all demanded aspects for the country, development, and scientific development. In addition, offering suitable mechanisms for maintaining, improving, and encouraging the creative production among students.

6. Deliverables

This study should come out with a comprehensive report that includes the following:

1. An executive summary of the study.
2. A documentation of all reference information included in the study.
3. A presentation of the scientific and the subjective outcomes of the students situation at the universities and developing their skills, including the results of the current situation analysis study, comparative studies, and prognostic studies.
4. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.

5. A comprehensive analysis of the outcomes of the study in order to give different recommendations related to the best method used.
6. Displaying the different scenarios of the study of the students' situation.
7. Revising some international experiences' models, and pointing out the reasons of its success and failure.
8. Suggesting the best framework for possible applied methods to improve the students' services.
9. Practical recommendations for applying the outcomes of the study.
10. Determining the needed methods of execution, budgets, temporal plan, execution responsibilities, training requirements, changing demands, and other technical parameters that affect the performance of the system.
11. Defining a monitoring and control system, benchmarks, measuring criteria, and standardized indicators.

7. Duration

This study should be executed within 5 months from the contract signing date.

B-3. Faculty

- 1. Introduction**
- 2. Significance**
- 3. Objectives**
- 4. Scope and aspects**
- 5. Requirements**
- 6. Deliverables**
- 7. Duration**

Educational Technologies

1. Introduction

The faculty members are the human resources, or the educational members providing the students (male and females) with the educational material. This study includes training faculty on the best practices of learning and education, and acquiring technical skills for dealing with the scientific tools and methods, in order to perform their duties professionally. Under the framework of the educational members, all kinds of faculty members are included (professors, associated professors, assistant professors, instructors, and research assistants), and academic advisors, technical advisors, and other contributing members in teaching and training the students in the higher education institutes.

2. Significance of this study

This study derives its significance from the fact that the faculty members (the educational structure in general) have the greatest impact on building the higher education system in the Kingdom. Additionally, the higher education modern developments and visions requires developing the qualifications of the faculty members, offering various abilities related to developing the university programs and curriculums, as well as the educational skills which is directly addressing the students for acquiring information and skills personally rather than giving it to the student.

On the other hand, most of the faculty members in the higher education institutes in the Kingdom are expatriates working with temporary contracts, which brings forward the issue of studying the current situation especially for the distribution of Saudis and expatriates among different majors. Subsequently, the study shall propose practical means for increasing the numbers of Saudi faculty members in the higher education institutes in the Kingdom, for consideration in the Kingdom's long term strategic plans, and the reflections of that on training, scholarships, and Saudization plans.

3. Objectives

This study –in general- aims at revising, evaluating, advising, and predicting all aspects related to faculty members in all university and technical stages in the higher education institutes in the Kingdom. It is also expected that this study achieves the following additional objectives:

1. Revising and evaluating the reality of the educational staff in terms of numbers, Saudi to expatriate ratios, capabilities for adequately qualifying the students, and their potential resources for providing the students with the skills required to practice future jobs.
2. Indicating the areas of strength and weakness in all aspects related to faculty members.
3. Predicting the trends, available abilities, and modern technologies and methods used in evaluating the faculty member in order to improve his abilities and skills to enhance his qualifications in terms of both quality and quantity.
4. Presenting a practical proposal to increase the number of Saudi faculty members in the higher education institutes in the Kingdom in order to mention it in the long-term strategic plan.
5. Presenting a suitable practical proposal for the training and scholarships plans for Saudi faculty members according to its necessity.

4. Scopes and aspects

The scope of this study comprises the following:

1. The faculty's impact on the process of evaluating the educational institute, as well as the quality of the educational material presented to the students, and the relation between that and the faculty's abilities and qualifications. In addition, it shall study the significance of the quality of the introduced material and training and its dependence on the faculty member's qualifications and practical experiences. Also, predicting the effects of the transfer from hiring the faculty member to perform simple tasks into hiring him to perform various and complicated ones.
2. The possibility of reforming the teaching process according to modern methods in order to evaluate the academic programs in the higher education institutes. In addition, the possibility of changing the role of the faculty member from being an individual teacher into cooperating in teaching groups. Moreover, studying the change in the teaching philosophy from the student going to the institute into actually bringing

the educational institute to the student. As a result, the institute will be considered an effective partner with other institutes in the educational process.

3. The effect of the central decision on the performance of the teaching and rehabilitation process, and comparing that with what might happen after giving the faculty members complete independence and strength to design the educational environment and programs. Additionally, it studies the transfer from the periodical evaluation process into the instant one via direct interaction between the students and the faculty member by using the facilities offered by the information technology. Hence, the role of the faculty member will change from being a supervisor into actually being an advisor and facilitator.
4. Evaluating the faculty members' abilities throughout their contribution in achieving the following:
 - A. Developing the students' leading skills.
 - B. Applying the scientific organization strategies in the higher education institutes.
 - C. Development planning in the higher education institutes, and professionally performing the practical skills for achieving a high quality performance in the higher education.
 - D. Practicing practical methods for the conduction of meetings, councils, and scientific committees.
 - E. Developing the organizational consultative skills.
 - F. Using scientific methods in preparing and managing the budgets for academic institutes.
5. Evaluating the faculty member's performance by identifying the significance of knowing the level of his performance in teaching, scientific research, and community service, as well as his contribution in achieving the milestone and strategic objectives of the higher education programs. Hence, suggesting the best practical methods for choosing the best qualifications to work in the higher education institutes relying on the measuring and test-preparation criteria, as well as the academic credential and quality of the educational process.
6. Indicating scientific methods for evaluating the faculty members' academic performance, and predicting the precise evaluating strategies for the faculty members' abilities and technical performance under subjective criteria, and paying attention to applying the methods of the educational measuring technologies in the comprehensive self-evaluation. In addition, committing into modern evaluative and philosophic criteria, which proves its proficiency. Hence, suggesting

the best and most suitable evaluative plans that concentrate on encouraging teamwork, and practicing that, as well as the methods for developing it in order to contribute efficiently in enhancing the level of performance.

7. Suggesting a plan for increasing the number of Saudi faculty members in different majors at the higher educational institutes in the Kingdom, in which it could be applied via stages throughout the coming 25 years.
8. Suggesting a suitable and developed plan for sending and training the Saudi educational staff in the coming 25 years.

Accordingly, the aspects of this study will comprise the following:

1. Indicating references and criteria in which the process of the faculty members' evaluation relies on.
2. Evaluating the faculty members' specialties compliance to the demands of the rehabilitation process, that gives the graduates the required capabilities and skills for the job market, developmental trends, and globalization demands.
3. Identifying the systems of distributing the study load and educational material, and all related international criteria, as well as evaluating the scheduling system, study load, and the level of rehabilitation and outreach.
4. Identifying the areas of strength and weakness in the students' relationship to the academic staff in the educational institutes, and the possibility of enhancing it in accordance with evaluating the technical behaviors between the students and the academic staff.
5. Evaluating the methods of the faculty member's academic and technical advising, as well as the modern trends in that aspect.
6. Studying the contribution of the faculty member in a peaceful society with high and productive values.
7. Revising and evaluating the policies, rules, and procedures of the faculty members' performance evaluation, and its satisfaction towards the performance demands.
8. Identifying both the qualitative and quantitative developments in the faculty member's role in the higher education institutes, locally and internationally, and comparing them via using quantitative indicators.
9. Studying the methods of the faculty members' contribution in enhancing the performance of the higher education institutes, as well as the variation of its activities including the diploma programs,

university programs, distant learning, parallel education, continuous education, and field training, and also moving the scientific research activities towards benefiting the learners and the educational process on the whole.

10. Studying the role of the faculty member in organizing the programs and curriculum in a way that satisfies the modern demands and trends of the educational process, as well as overcoming all related challenges, obstacles, and serious issues in the educational process.
11. Evaluating the role of the faculty member in the internal capability of the education process system (in terms of quality, quantity, and cost), as well as the educational loss factors and its effect on the higher education and on the academic evaluation and credential as well.
12. Evaluating the role of the faculty member in applying the methods of the academic and technical evaluation and credential, and the mechanisms of creativity and excellence. In addition, evaluating the staffs' qualifications capability of meeting the requirements of the curriculum, programs, variants, and developments.
13. Evaluating the current situation in terms of the number of faculty members in the different majors in relevance to the number of students, and the quality of those staff in terms of nationality (Saudi/expatriate), as well as the effects of these situations on the quality of performance and other related issues.
14. Evaluating the current plans related to training and scholarships issues, and other related issues concerning Saudi faculty members, and suggesting methods for development as well.

5. Requirements

A. General Requirements

1. The information used for the study should be complete and authorized. In addition, the study needs the contribution of both stakeholders and the audience via convening seminars, workshops, and intensive brainstorming meetings.
2. A qualified and skillful team should be formed, and the team shall consult international experts -when needed- in order to complete the study as requested. Moreover, the established scientific procedures should be used in satisfying the needs of the study.
3. The study's perspective for the future should comprise the duration of the plan for the coming 25 years (i.e. until the year 2032).
4. The basic components of this study should be indicated accurately, and studied in terms of the various changes, indicators, and both local and

international criteria, in addition to the Kingdom's development including the economical, social, demographic, technical, and scientific aspects, as well as the requirements of consecutive national development plans.

5. Literature, theoretical concepts, international experience, and best practices should be reviewed for not fewer than five higher education information technology experiences from different countries of varying development records. The characteristics of those experiences, the reasons for their positive and negative outcomes in the study, as well as the possibility and the way of applying their positive outcomes, and dealing with the findings in the Kingdom effectively, all should be previewed.
6. The current situation should be studied by reviewing the different aspects of this study, such as challenges and problems, different phenomena, supply and demand, and the effects of different operations in higher education institutes that are related to the study.
7. The conditions of higher education institutes in the Kingdom should be compared and contrasted within the framework of this study locally, and then compared with international experiences and against educational standards.
8. Various aspects of the current situations should be analyzed, and the efficiency of related policies and methods should be estimated. In addition, the vital methods required for developing the higher education system should be identified in order to achieve synchronization with the developmental needs and various issues according to their importance and changes both for now and in the future.
9. A comprehensive strategic analysis for the subject of this study should be performed and should indicate the related issues, aims and future objectives. The analysis should reflect on the challenges and opportunities, obstacles, and the areas of strength and weakness (through comparative and gap studies), then the needs of the stakeholders should be addressed. Indicating the basis of success, drawing the expected scenarios, analyzing the strategic options and their applicability, all help in achieving the real objectives of that long-term plan.
10. All the changes mentioned in this study should be linked to enable deriving comprehensive conclusions. Achieving this might -as needed- demand designing mathematical models to represent interactions between various reciprocating relationships such as components and variables related to the scope of this study. That will provide the tool required to forecast the future behavior of these variables and to conduct reliability analyses for the coming 25 years, .i.e. until the year 2032.

11. The most effective factors in this study should be the subject of prognostic studies that should be compiled and supported whenever applicable by graphical representation.
12. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
13. The study should introduce Total quality methods and mechanisms that shall achieve close and harmonic coordination among the parameters of the study and the recommended practices so that their application fits labor market demands, international changes, and the current and future local needs.
14. Determining the results and giving recommendations

B. *Specific Requirements*

1. All information related to the higher education system should be available, as well as the currently applied procedures for coordination.
2. Indicating the factors and variants in the process of evaluating the faculty members in terms of their performance satisfying the educational process demands, community service, and scientific research, as well as providing the students with the required skills to enhance the level of the rehabilitation process compliance to the actual job practice.
3. All information should be collected from its primary and secondary resources. In addition, workshops and seminars should be held for that issue including revising the international experiences, modern trends, and the methods of evaluating the faculty members' qualifications and enhancing it.
4. All information should be tabulated and analyzed, all variants effects should be studied, and forecasts and expectations should be done as well.
5. Studying the current situation and all related aspects that are mentioned in that study.
6. Methods for academic and technical evaluation and credential should be designed and suggested.
7. Diagnostic and analytic studies should be done to analyze the current situation. Hence, understanding all challenges, aspects, and trends, and coordinating between the faculty members' rehabilitation and his

practical experiences and contributions. All to enable the students to meet the current and futuristic developmental demands.

8. Comparative and comparative analysis of the faculty members should be done on the level of rehabilitation, practical experience, and performance quality. In addition, using modern methods in the educational and training process in the higher education institutes in the Kingdom. Therefore, comparing the results with similar leading international educational institutes.
9. All scenarios should be studied, issues should be indicated according to its significance, and all possible strategic options and their applicability should be studied as well.
10. Defining all aspects in which the faculty member will have the chance for creativity, evaluating these possibilities, and suggesting possible alternatives.
11. Suggesting methods for comprehensive self-evaluation in which it reflects the reality of the current and new situations.
12. Indicating the criteria of evaluating the educational process quality and capability practiced by the faculty member.
13. Discussing the possibility of faculty member's reaction towards applying the modern developments in the information technologies in order to develop and increase the efficiency of the educational process.
14. Discussing the possibility of developing the faculty member's role in enhancing the quality and quantity of the graduate studies programs, as well as increasing the level of its contribution towards dealing with different problems facing the comprehensive developmental, technical and economical process.
15. Efficient methods should be evaluated and researched in order to develop the compliance of the staff's capability with the curriculum, programs, variants, and developmental demands, either in their fields or in the surrounding environment.
16. High-quality criteria should be included in designing all aspects related to the study.

6. Deliverables

This study should come out with a comprehensive report that includes the following:

1. An executive summary of the study.
2. A documentation of all reference information included in the study.

3. A presentation of the scientific and the subjective outcomes of the study of the issues related to faculty members, including the results of the current situation analysis study, comparative studies, and prognostic studies.
4. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
5. A comprehensive analysis of the outcomes of the study in order to give different recommendations related to the best method used in the educational process in the higher education institutes.
6. Comparing the performance of the faculty member in the higher education institutes with some international indicators.
7. Suggesting methods for enhancing the faculty member's qualification under international indicators.
8. Suggesting suitable plans for increasing the number of Saudi faculty members in the higher education institutes.
9. .Displaying the different scenarios of the aspects of the educational process, which includes the curriculums and its nature according to the geographic distribution, rehabilitation and outreaching, scholarships plan, and other issues, mentioned in study's scope and requirements.
10. Suggesting practical recommendations for forming the strategic plan regarding the faculty.
11. Determining the needed methods of execution, budgets, temporal plan, execution responsibilities, training requirements, changing demands, and other technical parameters that affect the performance of the system.
12. Defining a monitoring and control system, benchmarks, measuring criteria, and standardized indicators.

7. Duration

This study should be executed within 5 months from the contract signing date.

B-4. Information Technology

- 1. Introduction**
- 2. Significance**
- 3. Objectives**
- 4. Scope and aspects**
- 5. Requirements**
- 6. Deliverables**
- 7. Duration**

Information Technology

1. Introduction

The risks of delaying the application of various technological advancements are becoming so obvious nowadays, especially when considering the rapid growth in Information Technology (IT), and the ever-increasing regional and international competition in this field, including amongst the higher education institutes in particular. This proposed study mainly concentrates on using information technology and utilizing its resources in order to enhance the performance of higher education institutes, and to support their educational program decision-making operation successfully.

2. Significance of this study

This study derives its importance from the serious need to create an effective system that utilizes information technology and communications, as well as the exchange of administrative information within the various components of higher educational faculties both currently and in the future, in order to enhance decision-making processes in accordance with efficient standards for all different aspects and domains in the higher education system.

3. Objectives

This study aims at developing an effective system that promotes the implementation of information technology and communications as well as the exchange of administrative and organizational information among the higher education faculties in the Kingdom. Hence, this system will be able to support the decision-making operations and its efficiency in all aspects. Those objectives are the following:

1. Defining the application level of the administrative and organizational information technology system in the higher educational institutes in

- the Kingdom, and the system's efficiency, as well as indicating any obstacles against achieving the defined level.
2. Establishing a vision for efficient application of the administrative and organizational information technology system in the higher educational institutes in the Kingdom.
 3. Defining the methods and tools required to utilize this technical information to enrich the educational system, especially the higher education of women in those institutes.
 4. Suggesting total quality best criteria for designing and executing all related aspects of this study.

4. Scope and aspects

The study of the information technology system comprises an overview of the current situation of the information system that is applied at the present or planned. In addition, a comprehensive survey on the international technical and systematical information models should be done, especially of those employed in higher education institutes. The overview should include the following:

1. Reviewing and evaluating the international experience in information technology systems and its utilization in higher education institutes.
2. Reviewing and evaluating the current situation of the application and management of various information technology systems in the educational institutes in the Kingdom.
3. Reviewing the various usages, estimating the informational needs, and the required organizational and infrastructures.
4. Suggesting and applying the best information technology systems to fit the higher education institutes.
5. Studying and evaluating the administrative information system needs so as to apply the system successfully.
6. Finding an effective method for spreading data among different higher educational systems harmonically.
7. Studying and reviewing maintenance procedures, upgrades and continued improvements in the administrative information systems.
8. Proposing an evaluative, observational and control system.
9. Introducing the hierarchy as well as other needed systems that help in applying the system efficiently.

10. Determining the outcomes and scientific recommendations. These help in putting the strategic plan in the scientific domain.
11. Including high standards criteria in designing all related aspects.

5. Requirements

A. General requirements

1. The information used for the study should be complete and authorized. In addition, the study needs both stakeholders and audience's contributions via different seminars, workshops, and intensive brainstorming meetings that should be held.
2. A qualified and skillful team should be formed, and the team shall consult international experts -when needed- in order to complete the study as requested. Moreover, the established scientific procedures should be used in satisfying the needs of the study.
3. The study's perspective for the future should comprise the duration of the plan for the coming 25 years (i.e. until the year 2032).
4. The basic components of this study should be indicated accurately, and studied in terms of the various changes, indicators, and both local and international criteria, in addition to the Kingdom's development including the economical, social, demographic, technical, and scientific aspects, as well as the requirements of the consecutive national development plans.
5. Literature, theoretical concepts, international experience, and best practices should be reviewed for not fewer than five higher education information technology experiences from different countries of varying development records. The characteristics of those experiences, the reasons for their positive and negative outcomes in the study, as well as the possibility and the way of applying their positive outcomes, and dealing with the findings in the Kingdom effectively, all should be previewed.
6. The current situation should be studied by reviewing the different aspects of this study, such as challenges and problems, different phenomena, supply and demand, and the effects of different operations in higher education institutes that are related to the study.
7. The conditions of higher education institutes in the kingdom should be compared and contrasted within the framework of this study locally, and then compared with the international experiences and educational standards.
8. Various aspects of the current situations should be analyzed, and the efficiency of related policies and methods should be estimated. In

addition, the vital methods required for developing the higher education system should be identified in order to achieve synchronization with the developmental needs and various issues according to their importance and changes both for now and in the future.

9. A comprehensive strategic analysis for the subject of this study should be done and should indicate the related issues, aims and future objectives. The analysis should reflect on the challenges and opportunities, obstacles, and the areas of strength and weakness (through comparative and gap studies), then the needs of the stakeholders should be addressed. Indicating the basis of success, drawing the expected scenarios, analyzing the strategic options and their applicability, all help in achieving the real objectives of that long-term plan.
10. All the changes mentioned in this study should be linked so as to enable deriving comprehensive conclusions. Achieving this might -as needed- demand designing mathematical models to represent interactions between various reciprocating relationships such as components and variables related to the scope of this study. That will provide the tool required to forecast the future behavior of these variables and to conduct reliability analyses for the coming 25 years, i.e. until the year 2032.
11. The most effective factors in this study should be the subject of prognostic studies that should be compiled and supported whenever applicable by graphical representation.
12. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
13. The study should introduce Total quality methods and mechanisms that shall achieve close and harmonic coordination among the parameters of the study and the recommended practices so that their application fits labor market needs, international changes, and the current and future local needs.
14. Determining the results and giving recommendations.

B. Specific requirements

1. A seminar, workshops, and meetings with focus groups should be held in order to conceive and take note of different opinions that help in giving recommendations.

2. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.
3. The study should define the financial and human resources as well as the required infrastructure to introduce the information technology for the management of the activities of the higher education system in the Kingdom required for the coming 25 years.
4. All technical skills needed for managing the higher education system in the Kingdom in a comprehensive and harmonic high standard method and the possibility of acquiring that via technical training and/or rehabilitation, should be indicated
5. The needs of higher education institutes should be predicted for the transfer of the information technology system through the coming 25 years.
6. The study should develop reference points, and standards for an efficient management of the generated information technology system.
7. Practical methods should be identified for the maintenance of the information technology system in order to eliminate failures and overcome obstacles that might hinder its efficient operation.

6. Deliverables

This study should come out with a comprehensive report that includes the following:

1. An executive summary of the study.
2. A documentation of all reference information included in the study.
3. A presentation of the scientific and the subjective outcomes of the evaluation of the currently employed information technology systems, including the results of the current situation analysis study, comparative studies, prognostic studies, and the needs of development plans.
4. A comprehensive analysis of the outcomes and various scenarios related to the study.
5. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
6. Displaying the different scenarios of the technical information system aspects in a comprehensive vision in accordance with a highly standardized organization of all the aspects of the higher education

system in the Kingdom, and other mentioned domains within the scope of this study.

7. Proposing a clear vision for a strategy for utilizing the administrative and organizational information technology in the higher education institutes in the Kingdom.
8. Practical recommendations that help in designing a strategic plan for the implementation the administrative and organizational information technology in higher education institutes in the Kingdom.
9. Determining the needed methods of execution, budgets, temporal plan, execution responsibilities, training requirements, changing demands, and other technical parameters that affect the performance of the system.
10. Defining a monitoring and control system, benchmarks, measuring criteria, and standardized indicators.

7. Duration

This study should be executed within 5 months from the contract signing date.