



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

Track Studies

- 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

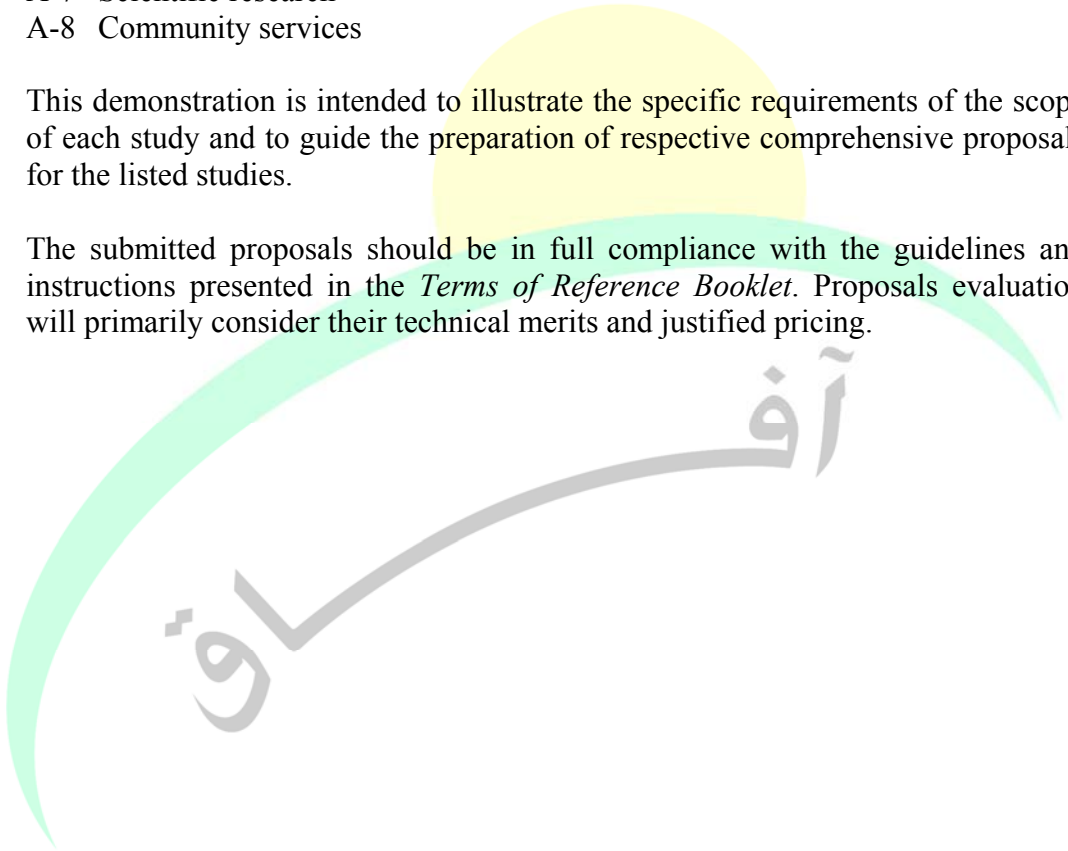
Preface

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 Track Studies (Group A). The covered studies are:

- 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

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.



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A-1 Admission and capacity

A-2 Compliance with job market

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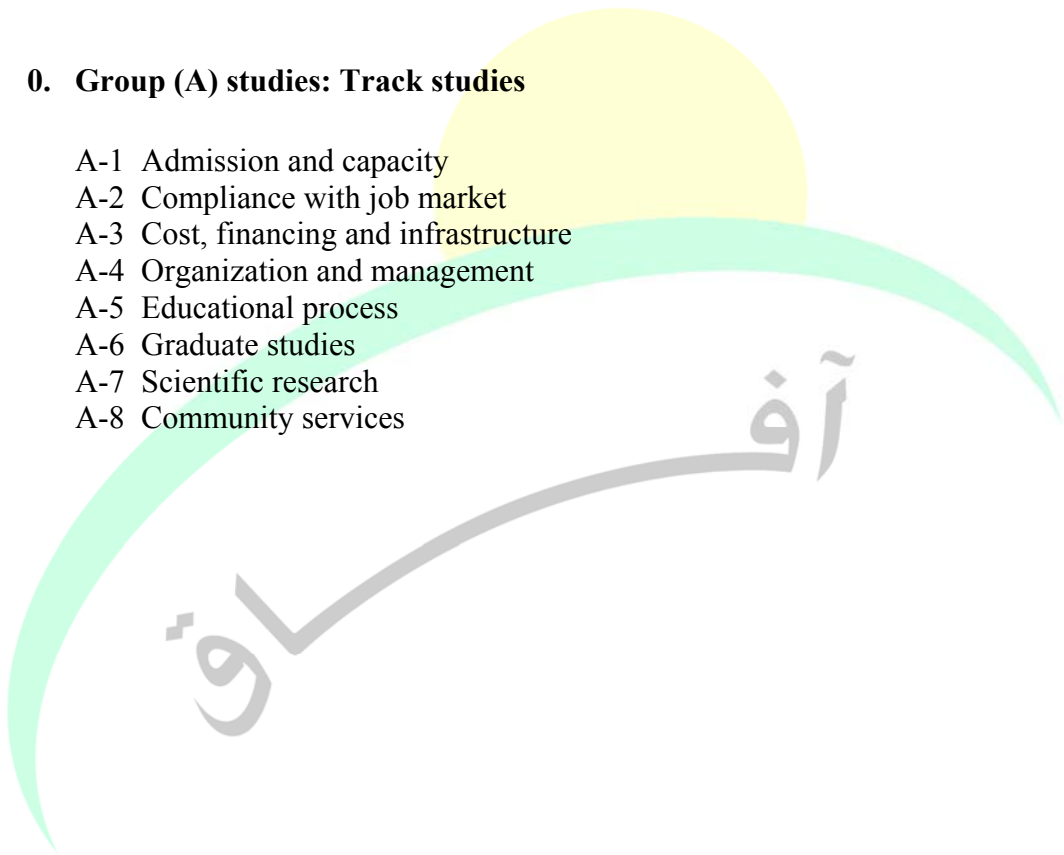
A-4 Organization and management

A-5 Educational process

A-6 Graduate studies

A-7 Scientific research

A-8 Community services



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

(Aafaq)

0-0 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.

0-0 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.

0-2. Studies included in the project

. 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 objective 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

. 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

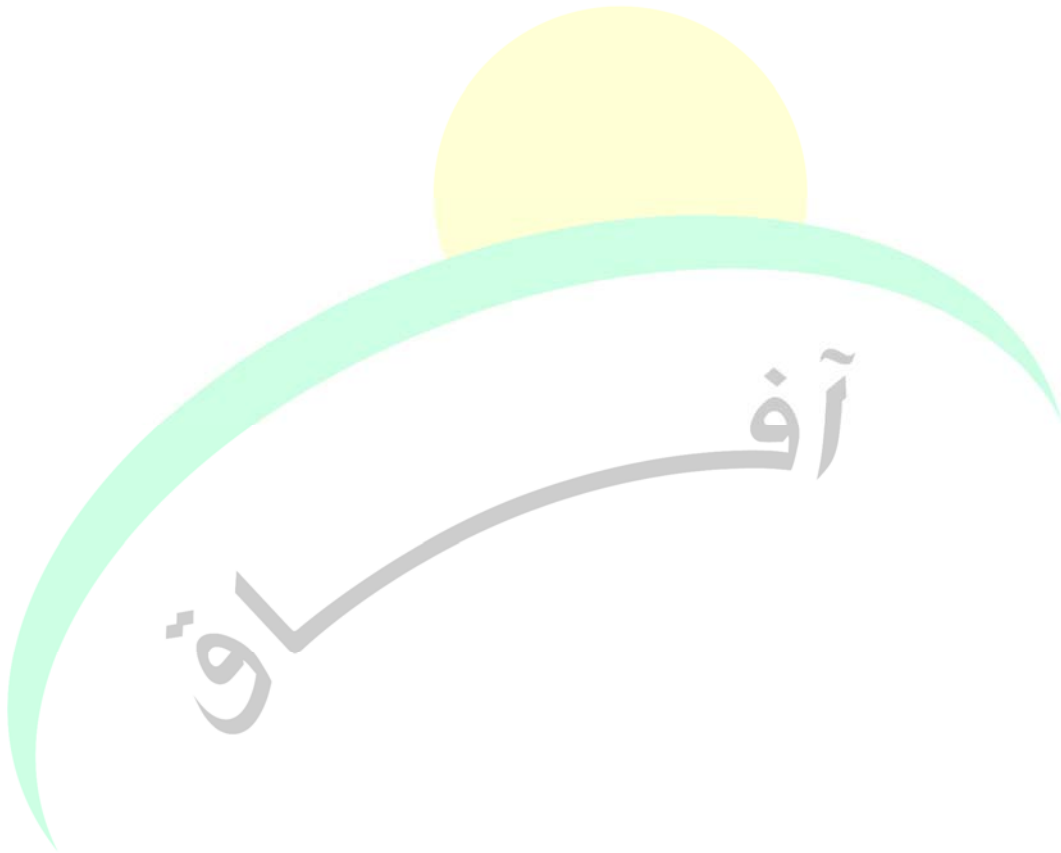
. Professional Sectors Studies

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.



Group (A) Studies: Track Studies

A-1. Admission and Capacity

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

Admission and Capacity

1. Introduction

This track deals with studying all rules, regulations, policies, and procedures related to the admission of students and the capacity of the higher education institutes, for admission and capacity are considered to be of the most essential issues of higher education.

2. Significance of this study

Admission and capacity issues are considered to be of the most essential issues that concern the higher education system in the Kingdom, and they create obstacles that hinder the development of performance levels of higher education. Therefore, it is necessary to evaluate the capacity of higher education institutes,; review the procedures of admission; identify the affecting issues and trends; and suggest best practices to upgrade both the capacity and the established admission mechanisms .

3. Objectives

This study –in general- aims at evaluating all aspects related to the admission and capacity issues in the higher education institutes in the Kingdom. Those aspects include policies, procedures, rules, regulations, instructions, and all related issues to the capacity of these institutes and their geographical distribution in order to realize their efficient response towards the developmental needs. In addition, this study should achieve a number of additional objectives, represented in the following:

1. Identifying the high school graduates abilities and skills since those are considered to be the input of the higher education system.
2. Predicting the long-term demand of the different institutes of higher education through the statistics of general education and the output of its different stages.
3. Evaluating the components of the admission process including the policies, procedures, rules, standards, and instructions related to the admission and capacity matters.
4. Evaluating the current capacity of the higher education institutes and its response towards the increased future demand on higher education in the long-term.
5. Developing an appropriate mechanism for admission and capacity in different majors at the higher education institutes in order to achieve a harmony between the outputs

of the higher education programs and the current and futuristic development requirements.

0. Scope and aspects

The scope of this study and its aspects comprise -at least- the following:

3. Identifying the number of high school graduates and the students flow in the various geographical areas of the kingdom.
3. Identifying levels of competency of high school graduates, and defining their abilities considering them as the input to the higher education system.
3. Identifying the models, experiences, and the international trends and comparing them with the local experience (regarding the capacity and admission procedures). Then, suggesting best practices to improve the capacity and the mechanisms that could be applied in the higher education in the Kingdom.
3. Evaluating the current higher education institutes prospects, and their capacity, their areas of strength and weakness, their challenges, and the available opportunities.
3. Predicting current and futuristic admission trends and its fitness to the labor market needs, development needs, and the geographical distribution.
3. Studying the geographical distribution of the higher education institutes, and possibilities of coordination between them regarding the number of job opportunities to meet the labor market demands and the developmental needs.

0. Requirements

A. General requirements

0. 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.
0. 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.
0. 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).
0. 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.
0. 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.

- 0. 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.
- 0. 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.
- 0. 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.
- 0. 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.
- 0. 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.
- 0. 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.
- 0. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
- 0. 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.
- 0. Determining the results and giving recommendations

B. Specific requirement

- 0. Practical procedures for the criteria of admission in different majors, and the availability of adequate and appropriate vacancies in the higher education programs should be suggested.
- 0. A plan for the geographical distribution of higher education institutes should be suggested.
- 0. Procedures for enhancing the quality of high school graduates as considered to be the input of higher education should be discussed and suggested.
- 0. 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.

0. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

6. Deliverables

This study should present a comprehensive report that includes the following:

1. An executive summary of the study.
1. A documentation of all reference information included in the study.
1. An analysis of the scientific and the objective outcomes of the current admission and capacity issue including the results of the current situation analysis study, comparative studies, prognostic studies, and the needs of development plans.
1. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
1. The studying the different scenarios, and the interactions between the variables that influence the admission's policies, procedures, rules, and the capacity.
1. The methods of admission and registration in different majors should be identified, as well as the strategic options necessary to achieve the objectives of developmental plans, along with feasibility and applicability analyses.
1. A presentation of the indicators, criteria, and trends in the admission and capacity aspects, in addition to the best practices, and the possibility and manner of their application.
1. Suggesting appropriate methods (mathematical models or systems) that offer adequate and appropriate chances for joining the higher education programs.
1. A strategy for establishing higher education institutes according to demographic densities for short and long terms.
1. Recommendations should be given regarding methods of improving admission, the possibility of increasing capacity, and the strategic analysis of the operation, to enhance the efficiency of the admissions policies according to the developmental plans needs and market demands.
1. 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 admission and capacity operation.
1. 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.

Group (A) Studies: Track Studies

A-2. Compliance with Job Market

1. Introduction
1. Significance
1. Objectives
1. Scope and aspects
1. Requirements
1. Deliverables
1. Duration

Compliance with Job Market

3. Introduction

This track deals with the study of labor market from all its technical, administrative, and organizational aspects in order to identify the current and futuristic developmental operation needs of the higher education system qualified graduates in the Kingdom. It also deals with analyzing all factors related to the habilitation of the graduates in order to realize the required demands in this operation to meet the labor market needs. It addition, this study is concerned with preparing the highly qualified graduates capable of practicing their assignments in the future.

3. Significance of this study

This study is significant because it seeks identifying the current and futuristic situation of the labor market needs of qualified graduates, as well as defining the characteristics of higher education output and its tangible effectiveness. Moreover, the study should address competitive situations among the local university educational institutes and in comparison to the similar foreign institutes, to enhance the turnout qualification of the higher education system and its response towards supply and demand demands and the developmental needs as well.

3. Objectives

This study -in general- aims at evaluating the labor market's current situation, characteristics, flexibility, trends, and impact on the university education, as well as the outputs of the educational operation within its institutes. This study should also achieve a number of additional objectives represented in the following:

0. Identifying the actual labor market needs of the graduates from the higher education institutes.
0. Evaluating the outputs of higher education and their satisfying labor market needs.
0. Developing a mechanism for coordination between labor market needs and the outputs of the higher education institutes for short and long terms.
0. Suggesting the appropriate strategic methods that enhance the quality of the higher education institutes in light of coping with labor market needs.

4. Scope and aspects

The scope of this study and its aspects includes -at least- the following:

0. The labor market characteristics and needs, its current situation, supply and demand flexibility, the prediction of the developmental plans needs, the futuristic trends towards production processes and technology development, local and international changes, environmental variation, modern trends and methods, and –finally- the new and expected job opportunities and their trends in both quality and quantity.
0. The characteristics of the academic programs, their necessity, quality, response towards the jobs and skills needed in the labor market, and the availability of jobs opportunities for the graduates from the system.
0. An effective plan and methods for producing satisfactory outputs from the current higher education system capable of meeting the labor market needs in terms of: quality, variety, rehabilitation needs that satisfy the advanced labor market needs and the community organizations. Further, the plan should propose means of generating high quality graduates that satisfy the developmental needs and technical and international development levels, current and futuristic trends for labor and technical production methods and fields, both currently and in the future, and the relation of these components to the educational process.
0. Developing effective models and methods to link the labor market with the activities of the higher education system, that indicate the needed foundations for the planning of curricula and programs, and designing it to achieve the acceptable training levels for the market needs.

0. Requirements

A. General requirements

6. 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.
6. 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.
6. 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).
6. 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.
6. 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.
6. 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.
6. 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.
6. 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.
6. 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.
6. 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.
6. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
6. 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.
6. Determining the results and giving recommendations

B. Specific requirements

0. Diagnosing the deficiencies in the quality of the higher education output and the means to eliminate them.
0. Studying and proposing methodologies for upgrading the quality of the output of the higher education system.
0. Suggesting a practical mechanism and methods for the coordination between supply and demand of the higher education system outputs both qualitatively and quantitatively. Those methods should also satisfy the labor market needs as well as the current and futuristic vital national needs.
0. 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.

0. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

6. Deliverables

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

0. An executive summary of the study.
0. A documentation of all reference information included in the study.
0. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
0. An analysis of the scientific and the objective outcomes of studying and evaluating the labor market current satisfaction including the results of the current situation analysis study, comparative studies, prognostic studies, and the needs of development plans and labor market.
0. Studying the different scenarios, evaluating and suggesting the methods and needs to enhance the quality of the higher education system, its satisfaction and efficiency towards the environmental changes, various developmental issues, and strategic options in order to achieve the objectives of the long-term plan at the end.
0. Identifying the main issues of the higher education outputs and their satisfaction towards the labor market needs according to their importance. In addition, identifying the strategic options that help in achieving the objectives of the long-term developmental plans.
0. The methods, plans, trends, criteria, and mechanisms needed to enhance the quality of the higher education outputs and their satisfaction towards the labor market needs should be suggested.
0. Suggesting appropriate variants to develop a practical model that serves the objectives of the study.
0. Determining the needed methods of execution, budgets, temporal plan, execution responsibilities, training requirements, changing demands, and other technical parameters that affect the foreign quality of higher education.
0. Suggestions and recommendation to enhance the labor sector's contribution in suggesting curriculums and programs should be given.
0. 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.

Group (A) Studies: Track Studies

A-3. Cost, Financing, and Infrastructure

- 0. Introduction
- 0. Significance
- 0. Objectives
- 0. Scope and aspects
- 0. Requirements
- 0. Deliverables
- 0. Duration

Cost, Financing, and Infrastructure

0. Introduction

This track deals with executing the studies that aim at providing essential information that evaluates the satisfactory of cost and financing aspects in the higher education institutes in the Kingdom on scientific and objective basis. This study also includes studying the two main aspects of these resources, which are: the cost and financing of the higher education, and the equipments and infrastructure, i.e., educational buildings, facilities, and equipments.

This study also deals with solving the organizational and administrative issues that controls utilizing these resources in the best way.

0. Significance of this study

This study is significant because it aims at revising and evaluating the current and futuristic situation of the higher education financing characteristics and needs, the infrastructures, and the policies and trends of expenditure. Throughout this study, identifying the competitive situations among the higher education institutes will be clear, as well as comparing it with those abroad in order to enhance the quality of financing resources, expenditure, and developing and maintaining infrastructures and its response towards supply and demand needs and the educational and developmental needs as well.

0. Objectives

This study- in general- aims at studying the financing resources, policies of the higher education expenditure, the manner and quality of financing and expenditure, their trends and impact on the higher education in terms of quality and quantity, and surveying the available prospects and infrastructure, its efficiency, manageability, and usage. This study should also achieve a number of additional objectives represented in the following:

3. Diagnostic studies, strategical analysis, and the comparative studies with international experiences, and the perspective of the future regarding the financing issues and infrastructure of the financing and cost operation, and higher education privatization.
3. Studying the contribution of the private sector towards supporting the higher education institutes.

3. Suggesting methods for increasing the quality and efficiency of the current and futuristic funding resources, and the local and foreign investment of the higher education institutes.

4. Scope and aspects

The scope of this study and its aspects includes- at least- the following:

3. Studying the financing manners and resources of both governmental and private higher education institutes, and evaluating them relying on local and international criteria, the required futuristic financing, and the quality of equipment financing and its efficiency.
3. Studying the international experiences of the transfer from legislative governmental financing to the flexible one, and developing instructional criteria relying on the results of the objective evaluation, and the university education privatization, and indicating its satisfaction to the Kingdom.
3. The effect of merging/separating different specialized institutes on the capital and operational cost.
3. Expenditure policies and scopes, procedures, trends, and the expenditure futuristic --- --- , and its quality in the higher education institutes in terms of needs and objectives.
3. Suggesting methods for developing and varying the financing resources, and increasing the efficiency of the expenditure operation in the high education system, and the available financial resources required for the continuation of the higher education institutes, and enabling them to perform their duties efficiently.
3. Investment in the higher education sector (market and investment methods).
3. Inventing of the current and futuristic needs in the institutes in terms of infrastructure and its efficiency and quality, and management, organization and usage policies, training and maintenance needs, etc., and the methods of its development, and the best methods applied all over the world.

5. Requirements

A. General requirements

0. 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.
0. 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.
0. 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).
0. 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.

0. 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.
0. 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.
0. 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.
0. 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.
0. 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.
0. 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.
0. 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.
0. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
0. 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.
0. Determining the results and giving recommendations

B. Specific requirements

14. Revising the five-year plans and the futuristic trends regarding the higher education financing, which includes the student's financial support, their educational grant system, and estimating the required futuristic financing in higher education.

14. Studying the investment in the higher education sector (market and investment methods).
14. 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.
14. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

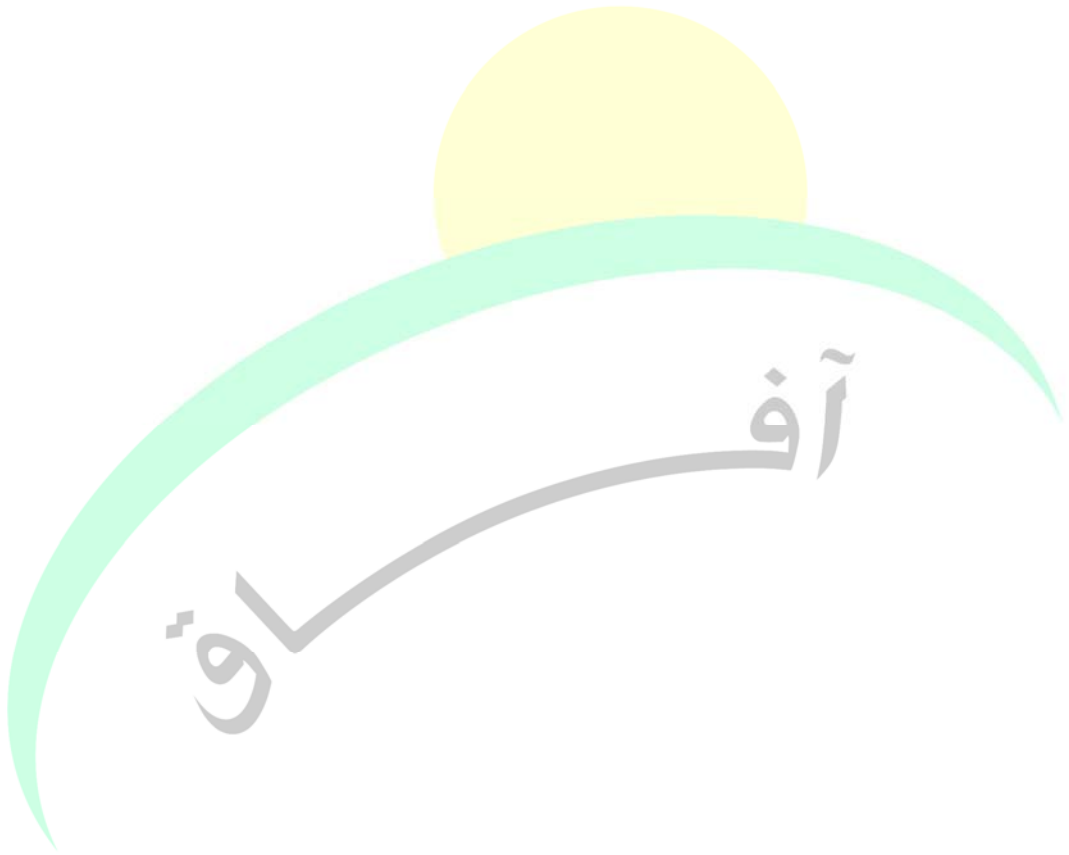
6. Deliverables

This study should present a comprehensive report that includes the following:

0. An executive summary of the study.
0. A documentation of all reference information included in the study.
0. An analysis of the scientific and the objective outcomes of the current cost and infrastructure track and all its aspects including the results of the current situation analysis study, comparative studies, prognostic studies, and the needs of development plans.
0. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
0. Studying the different scenarios, evaluating the efficiency of the cost and financing, and the strategic options that would meet the objectives of the long-term plan.
0. Methods for developing the higher education financial resources.
0. Comparing the outcomes of the study with the most vital international indicators within the scope of this study.
0. A comprehensive analysis of the outcomes of the study.
0. Indicating the needed equipment according to the number of students, professors, and administrators.
0. Forecasts and trends in organizing and managing the equipment and resources and other services in the higher education institutes.
0. Defining the issues concerning cost, financing, and infrastructure according to their importance, as well as indicating the strategic options that would meet the objectives of the long-term plan.
0. Determining the needed methods of execution, budgets, temporal plan, execution responsibilities, and other technical parameters that affect the performance of the infrastructure.
0. Recommendations relying on scientific and objective basis in order to help in forming the strategy and the long-term plan.
0. 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.



Group (A) Studies: Track Studies

A-4. Organization and Management

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

Organization and Management

1. Introduction

This track deals with studying all aspects affecting the issues related to organization, management, and administrative staff, including all administrative issues (policies, rules, regulations, and procedures which have an impact on the performance of the human force) in the higher education institutes, as well as the organizational and administrative aspects relating to the facilities and infrastructures supporting the educational process.

2. Significance of this study

The issues of organization and management in the higher education system in the Kingdom are considered as two of the most essential issues, which are facing it, and cause many problems that might hinder its performance level. Hence, it is necessary to evaluate the administrative system and structure (rules, regulations, policies, and procedures) in the higher education institutes, and how to enhance it, and indicating the issues and trends affecting them, and suggesting the best methods to improve the administrative system in the higher education institutes as well.

3. Objectives

This study –in general- aims at reviewing and evaluating the situation and characteristics of organization and management, its trends, impact on higher education, and the outputs of the educational process in its institutes. The additional objectives of the study are represented in the following:

1. Describing the current situations for the organization and management in the higher education institutes.
2. Diagnostic and comparative studies should be done, which includes surveying the human abilities, and the organizational and administrative policies and systems, operations, and procedures, and its quality and capability, its areas of strength and weakness, opportunities and challenges, and its impact on the higher education in terms of quality and quantity.
3. Evaluating and improving the administrative operations, and designing the organizational hierarchy for various higher education institutes.
4. Suggesting methods for increasing the capability and efficiency of the organization and management for an efficient reaction towards the current higher education needs,

futuristic needs, and the harmony with the development demands and the international inventions.

3. Scope and aspects

The scope of this study includes revising and evaluating the experience in the Kingdom, international experiences, and predicting the performance and capability of the organization and management (policies, regulations, rules, and procedures) in all aspects of higher education system and all related administrative structures. Moreover, the scope of the study should comprise –at least- the following:

4. Having an idea about the administrative and helping structures in higher education institutes, and revising its internal qualification, and all administrative rules and procedures concerning the staff in the higher education institutes, which includes:
 - D. The rules, policies, regulations, and procedures controlling the way of life and the scientific and practical environment, and its effect on the higher education institutes, and its developmental methods.
 - D. The rules, policies, regulations, and procedures that control financial compensation and incentives and evaluation and promotion policies, all in light of recent developments in order to attract and keep qualified professional working for universities.
 - D. Revising the methods and mechanisms related to the morale of human resources, and taking into consideration the problems of the loss of unsatisfied professionals from the higher education institutes.
 - D. The rules, policies, regulations, and procedures controlling the technical training and development, and developing the human resources of the helping and administrative structure in the higher education institutes.
4. Forming the organizational structure, and organizing the internal administrative operations in the higher education institutes.
4. The rules, policies, regulations, and procedures required for evaluating the higher education administration, and to enhance the efficiency and quality of the supervising parties, and the coordination among them.
4. The rules, policies, regulations, and procedures concerning the role of the higher education council and various governmental sectors and its relation with the higher education system, and its impact on it via policies, instructions, reference, demands, priorities, etc.
4. The rules, policies, regulations, and procedures concerning the country's trends towards increasing the internal authority in universities, and studying the authorities and its distribution among the institutes and the foreign official sectors and the boards of the educational institutes.
4. The rules, policies, regulations, and procedures concerning the level of coordination and cooperation between the higher education institutes, and its need for development.
4. Methods for improving the level of coordination and cooperation between the higher education institutes.

3. Requirements

A. General requirements

0. 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.
0. 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.
0. 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).
0. 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.
0. 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.
0. 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.
0. 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.
0. 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.
0. 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 to help in achieving the real objectives of that long-term plan.
0. 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.
0. 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.

A. *Specific requirements*

1. The reality, capability, and efficiency of all administrative rules, policies, and regulations related to the administrative and educational operation and the graduates' rehabilitation procedures should be evaluated. In addition, it should satisfy all integrity, transparency, and questioning criteria, as well as creativity and excellence mechanisms in all performance aspects in the higher education institutes.
2. Studying the current situations, and international experiences, which includes the organization, management, and other services, and developing the human resources, administrative system, and the scientific and practical environment in the higher education institutes as well, and the coordination among them.
3. Designing the administrative procedures in the higher education institutes, and developing the organizational hierarchy in all different higher education institutes efficiently.
4. Developing an efficient model/ methods that improve the scientific and practical environment in the institutes, and developing the capability and efficiency of the higher education administration.
5. 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.
6. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

6. Deliverables

This study should present 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. Presenting the scientific and objectives outcomes of the study including highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
4. A comprehensive analysis of the outcomes of the study in order to be able to give different recommendations concerning the most appropriate method for the higher education institutes organization and administration.
5. Evaluating the capability and efficiency for all organization and administration aspects which are related to the organizational issues, procedures, policies, and

regulations, as well as clarifying the areas of strength and weakness, opportunities, challenges, and success.

0. Presenting the different scenarios, forecasts, trends, and the local and international futuristic models in the higher education institutes organization and administration, and its other services and facilities.
0. Indicating the issues and strategic options –according to their significance- which enable to achieve the objectives of the long-term plan, and its benefit and ability for application.
0. Giving suggested visions for a strategy that utilizes the organization and administration in the higher educational institutes in the Kingdom, and suggesting the best hierarchies, operations, and administrative systems for the higher education system and all its institutes.
0. Presenting efficient suggestions, plans, trends, criteria, and mechanisms that comes out with the best and most appropriate policies, procedures, rules, and regulations in terms of practical application to enhance the capability of human resources and the administrative and organizational structures in the higher education institutes, and the appropriate educational environment as well.
0. Determining the needed methods of execution, budgets, temporal plan, execution responsibilities, training requirements, changing demands, and other technical parameters that affect the quality of the performance
0. 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.

Group (A) Studies: Track Studies

A-5. Educational Process

- 0. Introduction
- 0. Significance
- 0. Objectives
- 0. Scope and aspects
- 0. Requirements
- 0. Deliverables
- 0. Duration

Educational Process

6. Introduction

The educational process includes the study system (distant learning, parallel education, communicative education, or open university), and study plans, and the academic programs provided at different higher education institutes among different stages such as, diploma and bachelor programs, and all related programs, and its theoretical, practical aspects, and technical skills required for the student's preparation. In addition, it includes studying the graduation policies, academic credential (from a technical aspect), educational environment, and the capability of the academic staff to perform all given duties under the umbrella of the educational process.

6. Significance of this study

Identifying the reality and trends of all aspects related to the educational process, as well as defining the areas of strength and weakness for the best use of the available material and the modern techniques, and developing the students and staff scientific abilities and skills, and the infra structure which affects the educational operation, and developing the rules, policies, and procedures that has a negative effect on enhancing the capability of the educational process.

6. Objectives

This study –in general- aims at evaluating the educational process in the higher education institutes, and its meeting towards the development demands, variants, modern issues which enhance the educational process. The additional objectives of the study are represented in the following:

5. An objective comprehensive evaluation relying on scientific basis for all the aspects of the educational process, and the controlling rules, policies, and procedures in the higher education institutes.
5. Comparing the educational operation methods with those applied at some selected educational institutes that had an international reputation in that domain.
5. Suggesting methods for developing the educational process procedures and methods such as, the curriculum, programs, study plans, and the co-op programs.

4. Suggesting a plan to enhance the internal capability of the educational process and its satisfaction towards the labor market needs.

4. Scope and aspects

The scope of this study and its aspects comprise -at least- the following:

1. Studying the ability of omitting subsidiary majors, and the transfer from the mono-informational courses to the multi-intellectual ones.
2. Enhancing multi-discipline courses, or those considered as a basis for modern majors, and considering the educational operation as a device that develops the general and basic skills such as, building information skills, relation discovery, problem solving, communication, self expression, finding errors, decision making, and information prediction and deduction.
3. Inserting the programs of the manners and attitudes of production and services in all majors, and concentrating on training the students on the skill of acquiring information, as well as teaching them different methods of thinking such as, problem solving and scientific thought.
4. Building and developing the curriculum in terms of adding values to the students not those routine values of the same curriculum. Therefore, the curriculum will be built in accordance with the goals and visions of that curriculum, or the academic faculties, other college. As a result, it should help the students in acquiring the basic skills required in their job practical performance such as, the communication skill, problem solving, and building the multi discipline curriculum.

In order to achieve the above-mentioned visions for developing the educational process, the scope of the study will deal with the following:

1. Evaluating the personal abilities, available resources, the way of using these resources, equipment, and different educational facilities such as the libraries, and its availability, satisfaction towards the educational process, and its continuous updating.
2. Evaluating the referents and foundations that the academic programs and plans rely on.
3. Identifying the suitability of the majors and curriculum with the students skills and abilities, and its satisfaction towards enabling them to acquire the required skills that meet the labor market demands and the developmental trends and the globalization demands.
4. Revising the testing systems, the methods of evaluating the students academic outreaches, and the methods of students, staff, and curriculum evaluation as well. All to be able to identify the areas of strength and weakness in it, suggest methods for its improvement, and enhancing its contributions in all aspects related to the educational process. All to improve the internal quality of the higher education institutes, and to enhance the external suitability of the educational process outputs.
5. Revising books and curriculum selection and adoption systems, study load, and the educational material according to related international criteria.
6. Rescheduling, distributing the load of the outreaches demands, and the outreaching and rehabilitation levels.

7. Studying various methods to benefit from the graduated students in the educational process, and the possibility of their contribution in the educational process improvement plan.
4. Evaluating the students' relations with the academic and administrative staff.
4. Evaluating the academic and technical advice systems in terms of the modern trends, and the current and futuristic economical and social developmental needs.
4. Evaluating the technical manners and behaviors between the students and the academic staff in the educational institutes.
4. Evaluating the trends of educational programs and all related activities towards a peaceful community with high values, and required productive values.
4. Revising the rules, regulations, policies, and procedures of scholarships programs, and indicating all the challenges, obstacles, and impacts. In addition, evaluating its response and satisfaction towards the labor market demands and the futuristic developmental trends, and the quality of these policies, and the methods and criteria of defining the included policies and procedures, and evaluating the suitability of the scholarships programs, and its outputs.
4. Identifying both the quantitative and qualitative developments, and the role of the higher education institutes, locally and internationally, and improving the measuring criteria, and comparing them via using the quantitative indicators.
4. Evaluating the modern techniques and developments in the educational operation methods and alternatives, and the possibility of utilizing it in the educational operation.
4. Studying the various higher education methods, including diploma programs, university programs, distant learning, parallel education, continuous education, and communicative education.
4. Studying the gap between the available and required qualities, and the possibility of revision and updating.
4. Benefiting from the higher studies programs in order to contribute in the educational process development.
4. Studying the benefit of merge and separation, as well as the cooperative programs inside and among the educational institutes.
4. Indicating the obstacles, challenges, and serious issues related to the educational operation.
4. Estimating the level of internal quality of the educational process systems in terms of quantity, quality, and cost. In addition, the factors associated with educational losses and their impact on higher education should be estimated as well as the academic evaluation and accreditation.
4. Studying the methods of both the academic and technical evaluation and credential, and the mechanisms of creativity and excellence encouragement.
4. Defining the community's goals, needs, and trends in order to enhance competition and creativity in various educational aspects.

4. 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. Designing and evaluating methods for the academic and technical evaluation and credential for the students, staff, and all employees related to the educational process.
2. Defining the aspects in which the community is capable for creativity, and evaluating these abilities, as well as suggesting possible alternatives.
3. Suggesting methods for improving the curriculum, academic programs and plans, and the co-op programs as well.
4. Suggesting measuring criteria for evaluating the educational process internal quality.
5. Searching for the best usages of the modern developments in the information and educational technologies in order to develop and enhance the efficiency of the educational process.
6. Searching for methods to develop the role of the higher studies in order to enhance the educational process level, and the skills developing methods, to enhance the performance of the graduates' rehabilitation operation.
7. Determining the results, giving policies and recommendations, and preparing reports.
8. 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.
9. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

6. Deliverables

This study should present 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. An analysis of the scientific and the objective outcomes of the evaluative study of the contents of the current and futuristic educational process, including the results of the current situation analysis study, comparative studies, prognostic studies, the needs of development plans, labor market, trends, higher education technological and methodical development, and the study plans and academic programs evaluation, and

the evaluation of the educational operation internal capability, and its improvement methods, and the methods of academic and technical evaluation and credential.

14. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
14. A comprehensive analysis of the outcomes of this study in order to give recommendations concerning the best and most capable method for the educational operation in the higher education institutes.
14. Suggesting methods to enhance the internal capability of the educational operation in accordance with the international indicators.
14. Studying the different scenarios of the aspects of the educational process which includes the curriculum and its concept according to the geographic location, rehabilitation, outreaches, and the scholarships plan, etc.
14. The main issues concerning the educational operation should be indicated according to its significance, and analyzing the strategic options, their applicability, and estimated budgets, all help in achieving the real objectives of that long-term plan.
14. Suggesting the appropriate methods, plans, trends, criteria, and mechanisms to improve the educational operation.
14. 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 admission and capacity operation.
14. 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.

Group (A) Studies: Track Studies

A-6. Graduate Studies

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

Graduate Studies

1. Introduction

This track deals with studying all issues related to graduate studies, since it's considered as a main aspect of the university education system activities, which contributes efficiently in the graduates rehabilitation process in order to increase the level of external satisfaction. In addition, throughout this study, it will be able to discuss its relation with the scientific research in terms of its contribution (i.e. the contribution of the scientific research preformed via higher studies) in the academic aspects related to that educational activity.

2. Significance of this study

This study is significant because it helps in identifying the reality and trends of the graduate studies in the university educational institutes in the Kingdom, its situation, available possibilities, and its available modern technologies. In addition, it helps in identifying the organizational and administrative aspects, role in the educational operation, reaction towards the developmental demands and job market, and identifying the best methods for solving any aspects of weakness in the graduate studies as well, all to enhance its external quality at the end.

3. Objectives

This study-in general- aims at evaluating the graduate studies programs in the higher education institutes, and its contribution and reaction towards the educational process demands in those institutes, and its compliance towards the job market demands and various developmental aspects. In addition, this study should achieve a number of additional objectives, represented in the following:

1. Evaluating the situation of graduate studies- and the scientific research as well- in the university educational institutes, and identifying the areas of strength and weakness, challenges, and related issues. In addition, revising and inventing the human abilities, and policies, rules, processes, and organizational and administrative procedures, and its impact on the higher education in terms of quality and quantity.

2. Predicting the need and demand for graduate studies in terms of the number of students and kinds of majors.
3. Suggesting methods for developing the administrative methods and rules, curriculum, and study plans for the graduate studies programs, as well as the related scientific research.
4. Suggesting a strategy to develop the graduate studies and enhance its efficiency in order to be able to contribute efficiently in the quality of the higher educational process, and to improve the quality of the rehabilitation of the graduates' studies graduates for achieving a high-quality satisfaction.

4. Scopes and Aspects

The scope of this study and its aspects comprise -at least- the following:

1. Identifying the qualitative and quantitative developments happening to the graduate studies, locally and internationally, the graduate studies role and level, and doing comparisons via using the international referent indicators, as well as identifying the foundations and aspects of success, and knowing the quality and quantity of challenges facing it.
2. Identifying the quality of majors included in the graduate studies, its variety, and the related academic scientific research. Moreover, the contribution of both the studies and the scientific research in the practical training process for both students and contributors in that activity, as well as helping in the curriculum's capacity for developing the basic skills, and coming over the gap between its reality and what's expected from it.
3. Revising and evaluating the graduate studies' policies, graduation requirements, and all academic programs, referents, and foundations which the course's academic programs and plans are derived from.
4. Predicting the impact of the technical education, and the compliance of the majors, curriculums, and acquired skills via graduate studies, as well as the required abilities to meet the job market demands, futuristic developmental trends, and the demands of the unstableness of the globalization era.
5. Revising and evaluating the policies and procedures related to book adoption, curriculum, study load, and educational material, and the criteria and characteristics of test levels, outreaches, and rehabilitation both locally and internationally.
6. Revising and evaluating the rules and methods of selecting students, staff, supervisors, curriculum, and the study plans, their contents, and their outcomes on the rehabilitation process.
7. Revising the methods of joining the graduate studies' programs such as, the part-time or full-time, and suggesting methods for improvement.
8. Evaluating the teaching quality, academic advising and supervising, and indicating the level of deficiency (failure, penetration, and graduation delay, etc.) as well.
9. Revising the methods of textbook selection and translation, and the availability of information, references, and other related aspects such as necessary equipment and facilities for executing the research projects in terms of the graduate studies' courses.

10. Improving the methods and objectives of the graduate studies and the scientific research for educational service, and the educational process, and the community welfare as well.
0. Evaluating the students' relations with the academic staff, how do they deal with the academic staff, and do that students behave and act with the staff.
0. Revising the policies, rules, and procedures of the scholarships programs, pointing out to the affected challenges and obstacles, and its reaction and compliance towards the job market demands, developmental trends, its quality, and criteria, scholarships programs, and evaluating their outputs.
0. Coordination among local and international educational institutes, labor sector, and the cooperative programs in the graduate studies' scope and the related scientific research.
0. Developing the methods of the graduate studies academic and technical evaluation and credential, and the academic grades' transfer.

11. Requirements

G. General Requirements

0. 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..
0. 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.
0. 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).
0. 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.
0. 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.
0. 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.
0. 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.

- 0. 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.
- 0. 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.
- 0. 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.
- 0. 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.
- 0. The methods and best practices should be presented, and the requirements for achieving the objectives of the study should be proposed.
- 0. 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.
- 0. Determining the results and giving recommendations.

G. Specific Requirements

- 0. The methods of improving the quality and internal and external satisfaction of the graduate studies should be discussed, as well as suggesting the best mechanisms for high quality.
- 0. The methods of building experience and information accumulation should be discussed, as well as suggesting the best methods for preserving, developing, and improving it, and the best usage of the scientific developmental service in the Kingdom.
- 0. The methods of evaluation and academic and technical credential should be designed and suggested in order to enhance the methods of developing the role of graduate studies and its level, which enables it to contribute efficiently in achieving the required scientific and technical development.
- 0. 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.
- 0. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

6. Deliverables

This study should present a comprehensive report that includes the following:

0. An executive summary of the study.
0. A documentation of all reference information included in the study.
0. An analysis of the scientific and the objective outcomes of the study including the results of the current situation analysis study, comparative studies, prognostic studies, and the needs of development plans ,and the graduate studies' relation with the national plans, developmental plans, the community's issues and problems, the quality of the experience and informal accumulation, the successful and failed international experiences, and the results of the quality and efficiency evaluation.
0. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
0. A comprehensive analysis of the study's outcomes in order to be able to give various recommendations related to the best and most capable method for improving the graduate studies in the higher education institutes.
0. Comparing the internal capability of the graduate studies, and evaluating it relying on international criteria.
0. The studying of the different scenarios of the aspects of the graduate studies such as, curriculum, geographic distribution, rehabilitation and outreaching, the scholarships plan, and the academic and technical evaluation and credential.
0. Indicating the issues according to their importance, and the strategic options and the possibility and manner of their application.
0. Predicting the need and demand on graduate studies in terms of the number of students and the kinds of majors.
0. Suggesting the methods, plans, trends, and the best criteria and mechanisms to improve the graduate studies.
0. 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 admission and capacity operation.
0. 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.

Group (A) Studies: Track Studies

A-7. Scientific Research

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

Scientific Research

1. Introduction

This track deals with studying all aspects related to the scientific research (with both its theoretical and practical aspects) since it's considered as the basic component of the activities of the higher education system that contributes efficiently in developing the educational process, building and distributing information, and contributing in solving all the community, private sector, and industry issues.

2. Significance of this study

This study is significant because helps in identifying the reality and trends of the scientific research in the higher educational institutes in the Kingdom, its situation, available possibilities, and its prepared modern technologies. In addition, it helps in identifying its organizational and administrative aspects, role in the educational operation, reaction towards the development, industry, and community demands, and identifying the best methods for solving any aspects of weakness in the scientific research as well, all to enhance its external quality at the end.

3. Objectives

This study –in general- aims at evaluating the reality of the scientific research in the higher education institutes and its coordination with the private sector, and understanding the areas of strength and weakness in it, as well as figuring out objective recommendations to enhance it and to enable it to contribute in the developmental process efficiently, and develop the capability of the educational process.

This study should also achieve a number of additional objectives, represented in the following:

1. Evaluating the reality of scientific research in the higher education institutes, and understanding the areas of strength and weakness in it as well as all related challenges and issues.
2. Indicating the priorities of the scientific research in the higher education institutes in the Kingdom.

3. Evaluating the co-operation between the higher education institutes and the private sector in the aspect of scientific research, as well as defining all areas of strength and weakness, and the related challenges and issues.
5. Suggesting the best mechanisms to enhance the scientific research in order to enable it to contribute in developing the capability of the educational process and building information efficiently, as well as contributing in solving the problems of the community, private sector, and industry.

4. Scope and Aspects

The scope of this study and its aspects comprise –at least- the following:

2. Identifying the current situation of the scientific research performed in various aspects.
2. Evaluating the actual demands for scientific research, estimating its level, available aspect for performance, types, capability, efficiency, production, mechanisms, and surveying the most the most obvious models of the research projects.
2. Revising the rules and policies related to the scientific research, and defining the obstacles facing the research institutes, and the available and demanded motives for the research activity.
2. Studying the link between the scientific research activities applied at the higher education institutes and the scientific and technological national plan and the developmental plans, as well as their contribution towards solving the development problems and the cooperation with the private sector as well.
2. Evaluating the possibility of the scientific research contribution in facing the actual challenges facing the community, and enhancing its capabilities.
2. Evaluating the importance of spreading the concept of scientific research and its necessity among the community for its development.
2. Studying the level of cooperation between the research centers and the concerned centers for serving the scientific research activities, and comparing it with what is wide spread in order to enhance its efficiency in the scientific research movement, and the technological development as well.
2. Studying the human experience situation, and the information accumulation in the scientific research centers subordinated by the higher education institutes. In addition, predicting mechanisms for preserving, developing, and using it efficiently.
2. Studying the most essential international indicators in the scientific research, methods of development, and methods of developing the quality of the scientific research and its outputs as well.
2. Developing suitable methods to solve the problems of the scientific research, and enhance the contribution of this activity in the developmental process, and founding the cooperation with the private sector as well.

5. Requirements

General Requirements

- 0 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.

0 Determining the results and giving recommendations.

Specific Requirements

5. Methods for improving both internal and external quality of the scientific research should be researched and suggesting high-quality mechanisms to enhance its quality level.
5. Methods for building experiences and informal accumulation should be researched, and suggesting the best methods for keeping, developing, and using it in the best way that serves the scientific development in the Kingdom.
5. Methods for enhancing the cooperation with the private sector in the aspect of scientific research, and developing it on the level of cooperation.
5. 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.
5. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

6. Deliverables

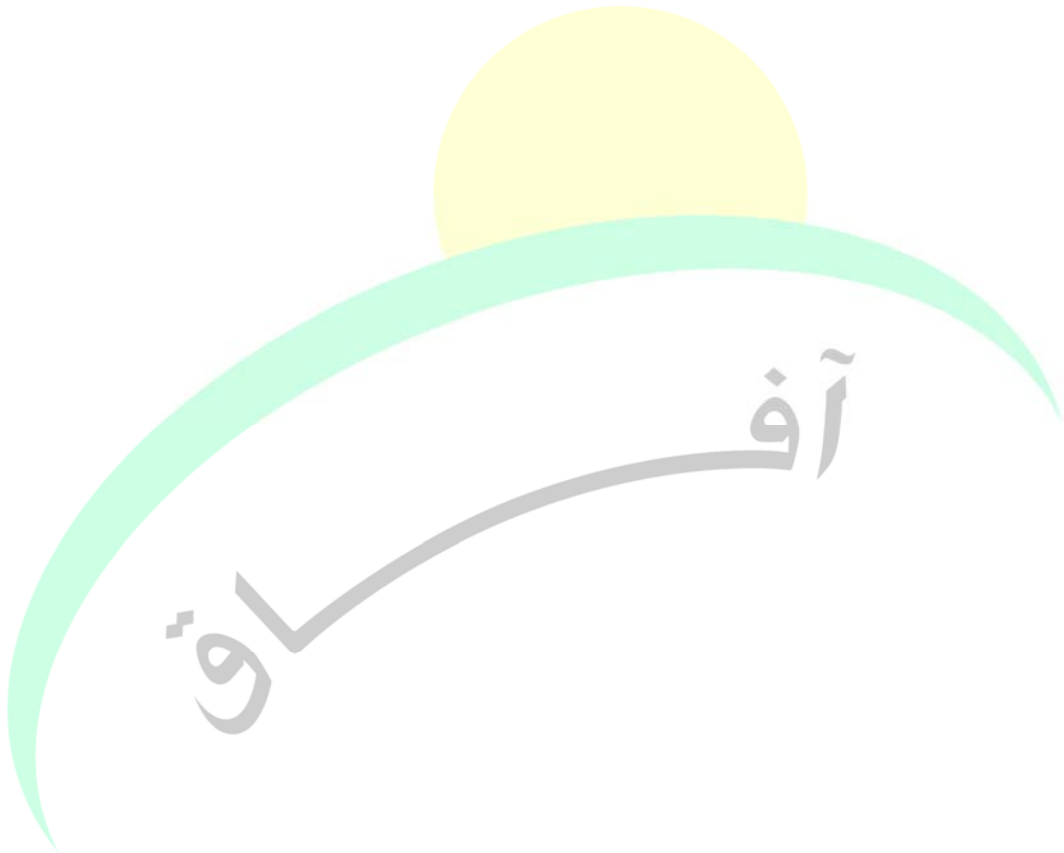
This study should present a comprehensive report that includes the following:

0. Executive summary of the study.
0. An analysis of the results of the current situation analysis study, comparative studies, prognostic studies, and the needs of development plans ,and the scientific research relation with the national plans, developmental plans, the community's issues and problems, the quality of the experience and informal accumulation, the successful and failed international experiences, and the results of the quality and efficiency evaluation.
0. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
0. Indicating the obstacles for enhancing the scientific research in the higher education institutes in the Kingdom according to its importance, and the strategic options and the possibility and manner of their application.
0. Indicating the issues related to cooperation between the higher education institutes and the public and private labor sectors, and enhancing this cooperation.
0. Indicating the priorities of the scientific research in the higher education institutes in the Kingdom on the short term, and predicting these priorities on the long term.
0. Comparing the internal capability of the scientific research process, and evaluating it relying on international criteria.
0. Suggesting suitable methods, plans, trends, and mechanisms for developing the scientific research in the higher education institutes.

0. 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 admission and capacity operation.
0. Defining a monitoring and control system, benchmarks, measuring criteria, and standardized indicators.
0. Practical recommendations that would play a major role in forming the long term future plan regarding the scope of that study.

7. Duration

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



Group (A) Studies: Track Studies

A-8. Community Services

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

Community Services

1. Introduction

This track deals with the study of all community services offered by the higher educational institutes in the Kingdom such as, consultations, seminars, rehabilitation and training course, continuous learning, and cooperative projects, all to serve the community's sectors.

2. Significance of the study

This study derives its significance from the necessity of identifying the current situation of the community services offered by the higher education institutes, and identifying its capability, satisfaction, and role in meeting the developmental needs. Therefore, evaluate the current programs and services, predict improvement methods, and finding the best and most capable methods for overcoming the challenges facing any activities performed by the community services and might hinder any positive impacts on the community services.

3. Objectives

This study –in general- aims at identifying the activities and service projects offered by the higher education institutes, its capability, and the methods required for development. In addition, this study should achieve a number of additional objectives, represented in the following:

1. Identifying the activities and service projects offered by the higher education institutes in the Kingdom for different sectors of the community regarding the continuous learning services, training, and the technical and administrative consultations.
2. Studying the impact of the activities and service projects, their demands, expectations, and their best use in order to achieve the community's ambitions.
3. Evaluating the offered current programs and services that serve the community in the higher education institutes in the Kingdom.
4. Suggesting methods for building experiences and for the informal accumulation, and preserving, developing, and using it in the best way that enables overcoming any obstacles facing the developmental process.

5. Suggesting methods for developing the community service activities, connecting it in accordance with the developmental demands, and predicting methods for enhancement.

4. Scopes and Aspects

The scope of this study and its aspects comprise -at least- the following:

1. Displaying the current situation of the community services activities performed by the higher education institutes, their level, available and required aspects for performance, their efficiency and capability, level of production, and execution mechanisms. In addition, a survey on the most obvious models of the projects included in the community services activities should be done.
2. Identifying the financing available quantity for the community services activities, how to deal with its resources, as well as the qualifications of the financing in achieving the objectives of the community services activities.
3. Revising the rules and policies related to the community services activities, as well as indicating the obstacles facing the community service centers in the higher education institutes, and the available and demanded motives as well.
4. Studying the connection between the community service activities and the developmental demands and plans, as well as its contribution towards solving the problems of the community.
5. Estimating the level of cooperation between community service centers and the institutes related to them such as, the science parks and the business incubators on a local and international basis. Therefore, being able to enhance its efficiency in community services.
6. Identifying the situation of the experiences and the informal accumulation in the community services centers, the possibility of preserving it, and using and developing it in the best way.
7. Indicating the most important international indicators in the community services aspect, as well as developing the referential criteria.
8. Suggesting methods for solving the problems of the community service activities in order to enhance its contribution in the developmental process.

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. Methods for building the experiences and informal accumulation, preserving, developing, and using it in the best way for serving the community and overcoming any obstacles facing it, all should be suggested.
5. Methods for developing the activities of the community service and connecting it via developmental demands should be suggested, as well as predicting methods to enhance its efficiency and capability.
5. Methods for developing the role of the higher education institutes into reaching all surrounding community levels should be suggested, and offering suitable services for it as well.
5. 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.
5. All the activities done in these brainstorming meetings, the seminar and the workshops should be documented and presented to the Supervising Committee of Aafaq.

6. Deliverables

This study should present a comprehensive report that includes the following:

0. An executive summary of the study.
0. A documentation of all reference information included in the study.
0. An analysis of the results of the current situation study, international and local comparative studies, prognostic studies including the current and futuristic trends and developments, as well as the community services activities relation with the national plans, developmental plans, and the community issues and problems. In addition, analyzing the efficiency and capability of the community services centers in the higher education institutes, its completion, and the successful and failed international experiences as well.
0. Highlights of the outcomes of meetings with focus groups, general seminars, brainstorming seminars, workshops, etc.
0. Studying the different scenarios, the outcomes of the efficiency and capability evaluation, and the issues resulted according to their significance, as well as the available strategic options and its applicability.
0. Suggesting the most suitable methods, plans, trends, criteria, and mechanisms for developing the community service centers in the higher education institutes.
0. 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 admission and capacity operation.
0. Defining a monitoring and control system, benchmarks, measuring criteria, and standardized indicators.
0. Practical recommendations that would play a major role in forming the long term future plan regarding the community services.

7. Duration

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