



College of Medicine, Qassim University

Bylaws

2018

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ARTICLE I

SHORT TITLES AND DEFINITIONS

These Rules and Regulations may be cited as Qassim University College of Medicine Bylaws. In these Bylaws:

SHORT TITLES

- **“University”** means the Qassim University (QU).
- **“Rector”** means the high-ranking official of Qassim University.
- **“College”** means the College of Medicine, Qassim University (QUCOM).
- **“College Council”** means the Council of the College of Medicine, Qassim University.
- **“Dean”** means the Dean of the College of Medicine, Qassim University.
- **“Vice Dean”** means the Vice Dean of the College of Medicine, Qassim University.
- **“Chair”** means Head of the Council, Board, Committee, department or a unit of the College.
- **“Staff”** means all person employed by the College.

DEFINITIONS

- **“Academic freedom”** means the freedom of a Faculty member to: (1) Teach, conduct research, and publish research findings; (2) Discuss in classrooms, in their own manner, any material that is relevant to the subject matter as defined in the course syllabus; and (3) Seek changes in academic and institutional policies, through lawful and peaceful means, to accomplish goals and achieve excellence.
- **“Accountability”** means the responsibility of an individual, an institution or an organization to another authority for his or her, or its activities.
- **“Accreditation”** means formal certification by a recognized authority that a program or an institution meets required standards.
- **“Administration”** means performance of executive duties.
- **“Advisory board”** means a select group of “independent” people who provide *insight, informed guidance, non-binding strategic advice* and *support* to the owners/shareholders/directors of a business. It enables the owners or managers of the business to have access to an independent view and/or a “safe” place to discuss issues of

major significance and to communicate to the various stakeholder communities; thus *servicing as a tremendous ally in the quest for superior organization governance.*

- **“Authority”** means the power or right to enforce laws, adjudicate, settle issues or disputes, give orders or make decisions; to enable its holder to successfully carry out his/her responsibilities.
- **“Bylaws”** means the basic rules of the organization. They are set forth as a statement of policy to delineate more specifically the nature and form of academic governance within the University/College to foster and promote an academic environment of excellence.
- **“Committee”** means a group of persons appointed or selected to perform a function, e.g., investigating, analyzing, considering, reporting, or acting on a matter, on behalf of a larger group. In a sense, the larger body entrusts a smaller subset of members to do something for them. Committees may be:
 - ***Standing***: A permanent committee that remains in existence permanently in order to deal with a particular issue or assigned work.
 - ***Ad Hoc***: Ad hoc is a Latin phrase meaning "*for this*". It generally signifies a solution designed for a specific problem or task, non-generalizable, not intended to be able to be adapted to other purposes, and dissolved after solving the problem or completion of the task, i.e. appointed with a well-defined charge and deadline, after which the committee will cease to exist.
- **“Competence”** means the ability to perform a work role to a defined standard with reference to working environments. A competency is more than just a satisfactory level of relevant knowledge and acquisition of a range of relevant skills. It involves the ability to meet complex demands, by drawing on and mobilizing psychosocial resources (including skills and attitudes) in a particular context.
- **“Council”** means an official group of people who have been elected or appointed to serve as administrators, legislators, or advisers.
- **“Curriculum”** means an educational plan that spells out which goals and objectives should be achieved, which topics should be covered and which methods are to be used for learning,

teaching and evaluation. It refers to the means and materials with which students will interact for the purpose of achieving identified educational outcomes.

- **“Department”** means an educational division of the College, giving instruction, research, service and practice in a particular subject or a specific field, such as Surgery.
- **“Evaluation”** means the process of assessing and assigning value to a facility or activity.
- **“Evidence based medicine”** is the conscientious, explicit, and judicious use of current best evidence in making decisions about the care of individual patients. The **“practice of evidence-based medicine”** means integrating individual clinical expertise with the best available external clinical evidence from systematic research.
- **“Faculty”** means the academic Staff who serves as a professor, associate professor, assistant professor, lecturer, full time special lecturer, or full-time instructor; and who are responsible for planning, directing and undertaking academic teaching and research within the College.
- **“Faculty development”** means the theory/practice of facilitating improved Faculty performance in a variety of domains including institutional, intellectual, personal, social, and pedagogical.
- **“Faculty employment status”** means Faculty employed as:
 - **Full-time Faculty:** Faculty who devote their full-time professional effort to direct University activities and who are compensated by the University.
 - **Part-time Faculty:** Faculty who are working (on collaborative bases) in clinical teaching and training when the position requires less than full-time service, or when the individual is not available full-time.
- **“Full-time employment”** means *regular* (a full-time employment through each successive academic year.) or *Contract-based* (a full-time employment for one-to-two years, renewable with no limitation on the number of years of service) employment.
- **“Goals or Aims”** mean general statements of desired developments, which apply a mission to broad areas of activity and provide a guide for establishing objectives and detailed planning.
- **“Governance”** means the way that issues affecting the entire institution, or one or more components thereof, are decided. It includes the structure and processes, both formal and

informal, of decision-making groups and the relationships between and among these groups and individuals. What distinguishes governance from administrative decisions is that governance tends to be early on in the process and establishes policies. Much of what happens later is administration.

- **“Indicator”** means a variable that helps to measure changes directly or indirectly and permits one to assess the extent to which objectives and targets of a program are being attained.
- **“Integrity”** means being honest, fair, truthful, keeping one's word, meeting commitments, and straightforward, i.e. having strong moral principles.
- **“Leadership”** means continual adjustment to accomplish goals. Leadership produces change and includes establishing direction through visioning, aligning people with the vision and strategies, and motivating and inspiring Staff.
- **“Learning”** means a broad range of processes whereby an individual acquires capabilities (knowledge and skills).
- **“Lifelong learning”** means continuous training over the course of a professional career. Because medical science changes so rapidly, it is vital that its practitioners are committed to and engage in lifelong learning.
- **“Management”** means controlling resources to accomplish goals. Management produces predictability, order, and consistency regarding key results and includes planning, budgeting, organizing, staffing, controlling, and problem solving (decision-making process).
- **“Medical education”** means the process of teaching, learning and training of students with an ongoing integration of knowledge, experience, skills, qualities, responsibility and values which qualify an individual to practice medicine. It is divided into undergraduate, postgraduate and continuing medical education, but increasingly there is a focus on the ‘lifelong’ nature of medical education.
- **“Mission”** means a brief general statement setting out the principal policy objectives for development of an institution.
- **“Objectives”** mean specific statements that apply the mission and goals to particular areas of activity and indicate intended results.

- **“Outcomes”** mean the results of teaching, learning and research processes of an institution (This term is usually used for *qualitative* descriptions of what is produced by an institution or in a program as a result of its processes).
- **“Outputs”** mean the products of an institutions’ activities, normally expressed in quantitative terms (This term usually refer to *quantitative* measures of what is produced by an institution, such as the number of graduates or the number of Faculty research publications.).
- **“Performance”** means what an individual actually does in a real-life situation.
- **“Policy”** means a principle, rule, and guideline formulated or adopted by an organization to achieve its goals. Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. *“Academic policies”* means administrative policies which guide and assist the community of the College in the conduct of the College affairs.
- **“Procedure”** means a series of interrelated steps taken to help implement the policy.
- **“Professionalism”** means adherence to a set of values comprising both a formally agreed-upon code of conduct and the informal expectations of patients, colleagues, and the wider society in which the professional works. The key values include acting in a patient's interest, responsiveness to the health needs of society, maintaining the highest standards of excellence in the practice of medicine and in the generation and dissemination of knowledge.
- **“Program”** means an integrated package of courses and activities of study followed by students in an academic field or leading to a professional qualification, the successful completion of which qualifies them for an academic award.
- **“Quality Assurance”** means processes of assessment, evaluation and follow-up relating to quality of performance, which serve two distinct purposes:
 - (a) To ensure that desired levels of quality are maintained and improved; and
 - (b) To assure stakeholders that quality is being maintained at levels comparable to good practice in highly regarded institutions elsewhere in the world.
- **“Quality Improvement”** means changes in inputs, processes and outcomes that improve the quality of performance, usually across the whole range of an institution’s activities. The term

may be used to describe the strategies used by an institution or other organization to bring about these changes and verify their results.

- **“Quality”** means the value, worth, or standard of an institution or program in relation to generally accepted standards for an institution or program of its type.
- **“Stakeholder”** means individual, group, or organization that has interest or concern in an organization.
- **“Standard”** means a model, example or rule for the measure of quantity, weight, extent, value, or quality, established by authority, custom or general consent. It is also defined as a criterion, gauge or yardstick by which judgments or decisions may be made.
- **“Strategic Plan”** means a road map to lead an organization from where it is now to where it would like to be in five or ten years. The document (1) outlines an organization's overall direction, philosophy, and purpose, (2) examines its current status in terms of its strengths, weakness, opportunities, and threats, (3) sets long-term objectives, and (4) formulates short-term tactics to reach them.
- **“Term of Office (ToO)”** means the term during which some position is held.
- **“Terms of Reference (ToR)”** means a document that, at a minimum, contains clear and specific information on how the committee is organized, what the committee is trying to achieve, who the members are, and when they meet. Although a clear and understandable ToR is the first step to a successful committee, ToR is not forever. Requirements or other circumstances can change over time and it will be necessary to periodically review the ToR of the committee to make sure you are still on track.
- **“Unit”** means a functional division of the College, performing a defined mission, such as Quality Control.
- **“Vision”** means the ability to think about or plan the future with imagination or wisdom.

ARTICLE II

THIS DOCUMENT

SECTION 1: AUTHORIZATION

This deed is the fundamental defining document for the governance of the College of Medicine, Qassim University, and termed “*QUCOM Bylaws*”. It is enacted to ensure close and harmonious working relationships among the Faculty, the student body, and the Administration toward the accomplishment of our common goals. It shall be consistent with, governed by and are subordinate to, the *Statute of the Council of Higher Education and Universities in the Kingdom of Saudi Arabia and the bylaws of Qassim University*. In the event of any conflict, the Statute and the University bylaws shall prevail as appropriate.

SECTION 2: PURPOSE

The purpose of these Bylaws is to:

- ☞ Describe the organizational structure of the College and its relationships with the University Administration.
- ☞ Define guidelines and procedures for governance of the College, i.e. outline who may do what on behalf of the organization, and the procedures for decision making.
- ☞ Make the work of College’s Governors transparent to the community that it serves.
- ☞ Ensure maximum communication between the College Faculty and the College’s and the University’s Administration. Reliance is placed on clear communication, active cooperation, and rational argumentation.
- ☞ Help members of the Faculty to understand their responsibilities and faithfully perform their duties with respect to education, research, service, and patient care.
- ☞ Provide a means by which the Faculty can identify, effectively contribute, and fulfill their leadership responsibility on the principles of shared authority, mutual understanding and respect.
- ☞ Set the Governance framework, within which policies and procedures are formulated to align the institutional operations with the college mission; articulate institutional expectations of Faculty, Staff, students, and other members of the campus community; mitigate institutional risk; and support the University’s compliance with laws and regulations. Once bylaws are in place, policies and procedures naturally follow: *Where Bylaws provide the overall framework, policy and procedures cover and control the day-to-day operations.*

SECTION 3: IMPLEMENTATION

Once approved by the College Council, and adopted by the Dean, it becomes effective and in full force immediately.

SECTION 4: REVIEW AND AMENDMENTS

- **Purpose:** Realizing that this structure exists to foster communication and realizing the dynamic nature of our academic, clinical and research mission, the structure outlined in the Bylaws will from time to time need to be revised and modified as needed. This is to ensure that the Bylaws of the College shall automatically stand amended as necessary to comply with the *Statute of the Council of Higher Education and Universities in the Kingdom of Saudi Arabia and the bylaws of Qassim University*.
- **Periodic Review:** The Bylaws shall be reviewed periodically *every three years* unless no emerging amendments are deemed necessary. The College Council may assign an Ad hoc committee to conduct the review process. The procedures of the process shall be clarified and documented in the Policies and Procedures Library of the College.
- **Amendments:**
 - Proposals to amend these Bylaws may be initiated by the College Council, the Dean, Vice Dean, Department Chair, or Department Council. A proposed amendment shall be submitted in writing to the PPU through Vice Dean. Vice Dean shall be raised the proposed amendment to the College Council for discussion in a properly Council meeting.
 - Any amendment to the Bylaws must be approved by a majority vote of the College Council, and then adopted by the Dean, before it is incorporated into the Bylaws.
 - Any change in the core structure of this document, e.g. Vision, mission, Governance of the College, necessitates issuing of a new version of the document.
 - Establishment, merger, consolidation or abolition of a College department, unit, or committee should be added as an appendix, and to be incorporated in the Bylaws at the next time of revision or if a new version is issued, whichever comes first.

ARTICLE III

COLLEGE PROFILE

SECTION 1: DEFINITION AND NAME

This organization is an educational unit of Qassim University, devoted to the pursuit and dissemination of knowledge in the medical and health sciences, and dedicated to the promotion of the health of society and the improvement of medical care through programs of Learning and education, research, health care and community service.

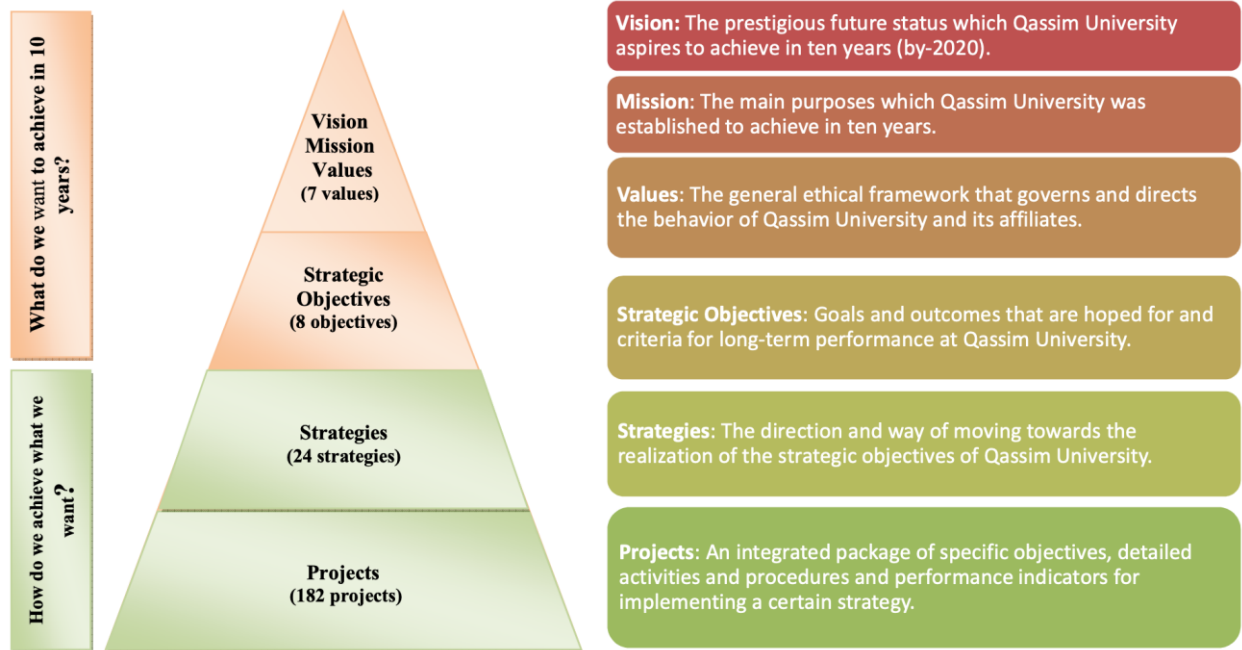
SECTION 2: PHILOSOPHY OF QUCOM

The philosophy of QUCOM incorporates the following guiding principles:

- (1) A strong and confident belief in our vision; mission; and values;
- (2) Innovation and Leadership in medical education and health care;
- (3) Excellency in all that we undertake- teaching, research, and service;
- (4) Commitment to serve our local community, the nation, and the world through healthcare, and health education; and
- (5) The continuous tracking for knowledge through scrutiny, research and life-long learning.

SECTION 3: VISION, MISSION AND VALUES

Strategic Plan of Qassim University



VISION

A leading national and internationally recognized college in innovative medical education supporting the development of a healthy community and helping to advance knowledge-based society.

MISSION

Improving the health of the society by preparing competent health professionals who are able to respond to the changing health care needs and expectations of the community and are ready to excel in any field of medicine through high quality student-centered and community-oriented medical education, by using the most advanced technology, conducting applied research, providing evidence-based health services, and collaborating with national and international institutions.

VALUES

- 1) Team Spirit: to encourage a culture of intellectual and behavioural teamwork
- 2) Professionalism: to apply the highest standards of quality in all tasks to ensure excellence in products and services.
- 3) Transparency: to commit ourselves to disclosing transactions and procedures and to uphold the principles of accountability and integrity.
- 4) Life-long learning: to promote scientific scholarly exploration, openness, and collegial interaction with others.
- 5) Integrity: to perform sincerely with dedication to the morality and professional ethics.
- 6) Creativity and Innovation: to advocate an organizational climate conducive to creative thinking and innovative behaviour.
- 7) Partnership and commitment to community.
- 8) Accountability

SECTION 4: POWER AND DUTIES

In order to accomplish its goals, the College recognizes its responsibility to establish its own rules, regulations and committees' structure that are necessary for the performance and achievement of its mission. The College shall have such powers and duties as may be lawfully delegated to it and which the College has been accustomed to exercise. The powers and duties of the College are the following:

1. Establishing rules for the conduct of its business.
2. To establish policies and procedures for the governance of the College in its internal administration, as well as authorize in all educational within the scope of its programs, including the determination of its curricula, and making recommendations on matters of educational policy relevant to the College under the jurisdiction of other bodies.

3. To select the College Staff.
4. To determine the composition of committees and other needed bodies for the conduct of College business and assign ToR to them.
5. Providing all independent and consistent measures to the Faculty of the Programs of Medical Education with the maintenance of general College rules and regulations and correct academic and administrative relations with other units within the University.

SECTION 5: GOVERNANCE [ARTICLE IV]

The College shall be governed as described in these Bylaws, which are intended to supplement the *University Statutes*. The College governance is delegated by the Rector of the University to the College Council and the Dean.

SECTION 6: FACULTY [ARTICLE V]

The Faculty of the college of medicine shall comprise all persons who hold academic positions in the College of Medicine as defined in the Qassim University Faculty and Staff Handbook (“*APPENDIX I*”). The Faculty shall participate in the formulation of academic policies, and shall share in the development and implementation of programs in teaching, research, service and administration through participation in both administrative and academic committees of the College as defined in subsequent Article of these Bylaws. The duties, privileges and responsibilities of the Faculty of the College, as stated or implied herein, shall be exercised in accordance with the rules, policies and procedures of the University. Where there are alleged conflicts the *Statutes* of the University must prevail.

SECTION 7: ORGANIZATION [ARTICLES VI and VII]

- The College of Medicine is organized into Departments (Article VI) and Units (Article VII) all shall collaborate as may be indicated to develop and implement academic, research, and service programs in the College of Medicine and the University Hospital.
- Each of the departments and units is led by a Chair who reports to the Dean of the College. Whereas the Dean is the University’s agent for the execution of the College’s mission, the Department/Unit Chair is the College’s agent for execution of the department’s/unit’s tasks and duties. The University Council, upon recommendation by the College Council and

adoption by the Dean, determines departments and units, their title, and areas of responsibility.

SECTION 8: ADVISORY BOARDS [ARTICLE IX]

Although without the authority to mandate implementation of the advice, Advisory Boards of the College comes from the keenness of Qassim University administration on improving communication between the components of the University, its male/female students and the public and private sectors of the community for the continuous refinement of its academic programs, and evaluation of its Strategic Plan.

SECTION 9: COMMITTEES [ARTICLE X]

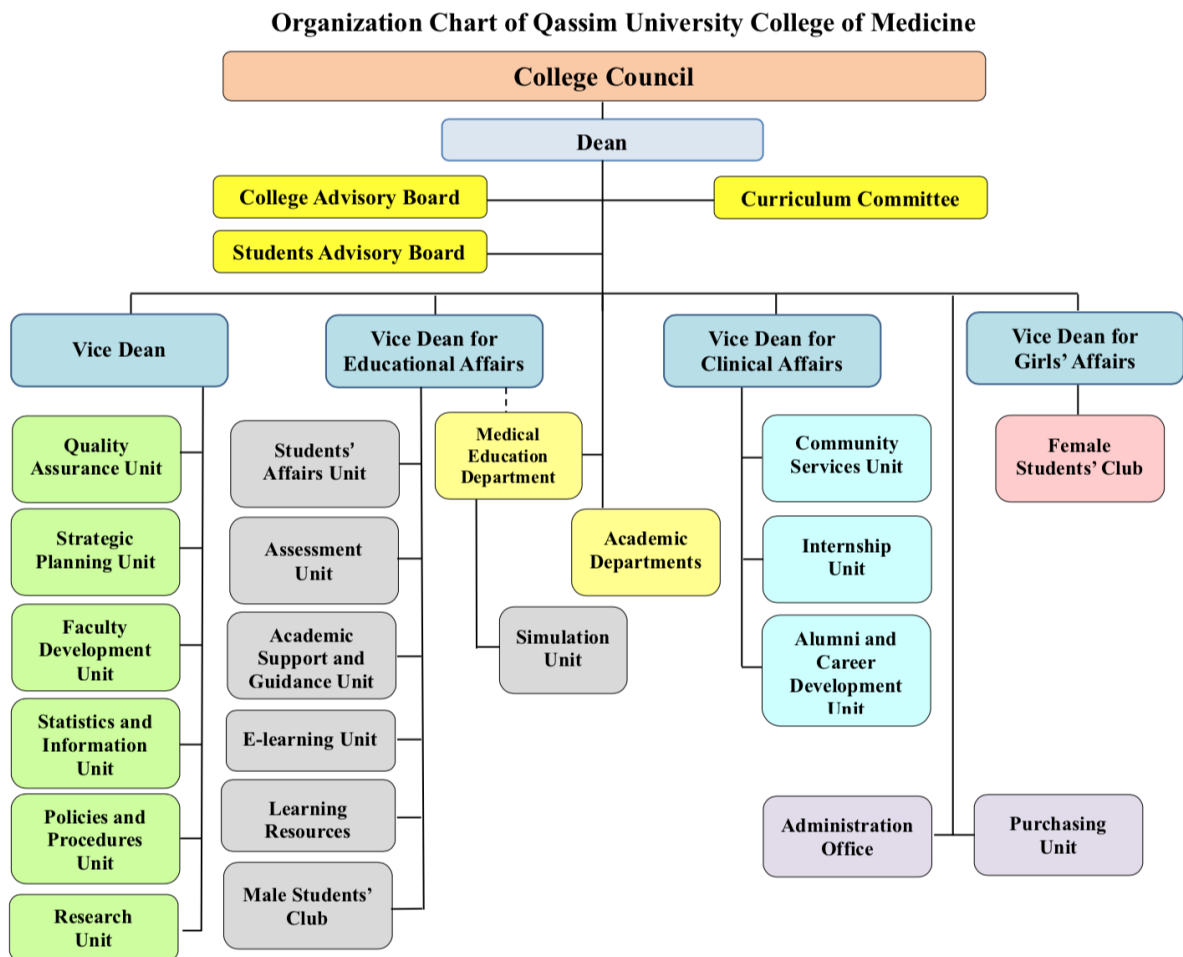
Being the operating systems of an organization, various committees are formed in the College for the smooth and efficient management of activities. Committees offer the opportunity for group problem solving and can be a forum for presenting multiple points of view. They are also the training ground for future leadership and a proving forum where emerging leaders can test and refine their skills and abilities. Through Committees, the Faculty can develop their extracurricular activity and administrative skills and contribute efficiently in the College management.

ARTICLE IV

COLLEGE GOVERNANCE

SECTION 1: ORGANIZATION CHART

The QUCOM organization chart below depicts how the college intends authority, responsibility, and information to flow within its formal organizational structure.



SECTION 2: THE COLLEGE COUNCIL

Statement of Primary Responsibilities

The College Council is the supreme governing body of the *College*, which is unambiguously and collectively responsible for overseeing the College's activities, determining its future direction and fostering an environment in which the College mission is achieved and the potential of all learners is maximized. The governing body shall ensure compliance with the statutes, ordinances and provisions regulating the College and its framework of governance and, subject to these, it shall take all final decisions on matters of fundamental concern to the College. Suggestions, proposals, and recommendations of the Council shall be submitted to the concerned authority in the University.

Organization

I. Membership

- The College Council shall consist of the Dean, Vice Deans, and Department Chairmen.
- Based on a suggestion by the College Council, supported by the Rector, the University Council may add to the membership three Faculty members from the College and determine their ToO.
- The Dean may invite non-voting persons/students to attend Council meetings and participate in discussions without voting privileges.

II. Structure

The Dean of the College shall serve as Chair of the Council. The Dean or the Dean's designated representative shall preside, and one of the Vice Deans shall serve as the secretary of the Council.

III. Organization of the Council:

- The College Council shall meet at least once a month, and the meeting shall be valid only in the presence of two-thirds of its members.
- Decisions of the Council shall be issued by an absolute majority of the votes of the members present.
- Decisions of the Council shall be valid unless they are objected to by the Rector within fifteen (15) days from the date of arrival. If the Council remains in its opinion, the objectionable decision shall be referred to the Council of the

League for decision at the first ordinary or extraordinary session. The University Council may approve, amend or cancel the decision, and its decision shall be final.

Power and Tasks

A. Authority

Taking in consideration, *the Statute of the Council of Higher Education and Universities in the Kingdom of Saudi Arabia and others, as well as the decisions of the Council of Higher Education or the University Council*, the College Council shall have jurisdiction over the affairs of the college. Specifically the Council is vested with authority to:

1. Proposes the appointment of Faculty members, graduate students, and lecturers and propose their secondment, delegation, and promotion.
2. Proposes degree plans, or their amendment and curricula in coordination with academic departments.
3. Encourages conducting academic research, coordinate research activities between the departments of the College, and undertake its publication and provides and adopts a clear strategy for scientific and medical education research.
4. Proposes the internal code for the College.
5. Proposes plans for training, scholarship and sponsored study by College personnel at other institutions.
6. Proposes the extracurricular activities plan for the College.
7. Resolves issues related to students that are within its jurisdiction, and forward others to the University Council.
8. Considers matters forwarded by the University Council, its Chairman or deputy Chairman and provide its opinion and participates in a comprehensive review (using an approved procedure, timeline and rubric) of the effectiveness and inclusiveness of the College Council.
 - a. Reviews and revises as necessary the College mission statement and philosophy and is responsible for college wide implementation. The Council may assign an Ad hoc committee to do so. Works closely with reporting committees to ensure

work is aligned with college goals and plans and provides representative leadership for College-wide plans.

9. Reviews and revises as necessary the College Bylaws, policies and procedures and is responsible for college wide implementation. The Council may assign an Ad hoc committee to do so.
10. Recommends annual and multi-year college goals and objectives and leads in their implementation.
11. Recommends the establishment, merger, consolidation or abolition of a department, unit and permanent or temporary committees from among its members or from other.
12. Recommends, forms, and/or approves as needed, standing or Ad hoc Committees from within or outside its membership to accomplish specific tasks or objectives; review and monitor their work to ensure their effectiveness, and decides the continuation or dissolution of existing committees.
13. Reviews requests and proposals from college committees for final recommendation to the Council Chair. Recommendations made by committees to College Council will be upheld or a written response will be provided stating the reason(s) why the recommendation was not approved.
14. Approves granting a part-time Faculty and Honorary Titles, and its renewal, upon recommendation of the Department Council and the College Committee for Granting Honorary Titles.
15. Authorizes to the Dean of the College some of his powers during the summer holiday period provided that the Council shall review all Decisions and recommendations taken during this period in its first meeting after the leave.
16. Endorsement a strategy for scientific research in the college.
17. Consider appointing faculty members, recruits, lecturers, lending them, scribes, and promotions.
18. Endorsement, implementation and maintaining academic standards; fostering for national and international accreditation.
19. Setting admission and transfer controls from and to college.

20. Encourages a spirit of fellowship and cooperation among the professional organizations and majors in the College.
21. Enhances the sense of community within the College.

B. Management

I. Student Affairs

01. Recommends the number of students admitted for the upcoming academic year to the University Council.
02. Approves a student request for exceptional postponing of the study before the commencement of the next academic semester.
03. Adoption of students' deprivation lists and lifting the deprivation to the final exam.
04. Approves the excuse submitted by a student failed to attend the final exam. The Council may allow a student to take a make-up examination if the excuse is compelling.
05. Approves students' re-enrolment according to regulations.
06. Grants a student dismissed, because of academic probations, another chance.
07. Grants a student failed to complete the graduation requirements within a maximum additional period, equal to one-half of the period determined for his/her graduation in the original program period, an exceptional chance to finish the graduation requirements.
08. Grants a student dismissed because of exceeding double the duration of the original program period a maximum chance of two semesters.

The rules and steps set forth in the Qassim University Student Handbook (*"APPENDIX 2"*) for the above conditions must be strictly followed.

II. Academic Affairs

01. Decides the class work score, which must not be less than 30 percent of the final course grade.
02. Permits the inclusion of practical or oral tests in the final examination of any course and to specify the proportion of the final score for the course that is assigned to these tests.

03. Sets the regulations pertaining to the final examination procedures according to the University regulations.
04. Forms a committee to coordinate with the departments in organizing the procedures of final examinations.
05. Applies the principle of strict confidentiality in all examination's procedures.
06. Determines the duration of the final written examinations, which should not be less than one hour and not more than three hours.
07. Sets the rules and regulations to accept students transferred from outside the University in accordance with the rules endorsed by the University Council. The Council should evaluate the courses taken by the student outside the University, based on the recommendations of the departments that offer equivalent courses.
08. Assign the correction of tests to faculty members other than the instructor.
09. Approval of the equivalence of the courses studied by the student outside the university upon the recommendation of the academic departments.
10. Proposing the numbers of students who can be accepted in the academic year.

III. Graduate Affairs

01. Recommends the appointment of a Faculty member, of associate professor rank (at least), in the Council of Deanship of Graduate Studies.
02. Recommends the names for the graduate degrees, in Arabic and English.
03. Recommends any changes or modifications in the courses, program requirements or rules of acceptance (if needed) suggested by departments offering the degree.
04. Recommends the number of students admitted each year for graduate studies.
05. Recommends the addition of other necessary admission requirements for the Master or Doctoral degree programs.
06. Recommends student readmission request.
07. Recommends granting a student an additional attempt at graduating for one or two semesters (maximum) upon the recommendation of the department if the student GPA is below "B" for two consecutive semesters.

- 08.** Recommends granting a student an additional attempt at graduating not exceeding two semesters upon the recommendation of the supervisor and the department if the student failed to get the degree during the maximum period set out to get it.
- 09.** Recommends the acceptance of students transferred from a recognized University to QU upon the recommendation of the department, considering the terms of the conversion.
- 10.** Recommends the acceptance of changing a student's major at the University upon the recommendations of the department, considering the admission requirements and any other conditions deemed necessary by the department.
- 11.** Recommends the required courses for the diploma degree as well as the name of the diploma degree as proposed by the department.
- 12.** Recommends the transfer of a student who registered for a master's degree, with or without a thesis, and failed to earn the degree, to a diploma program in the same field (if it is available), upon the recommendation of the department, according to the specific implementation rules of the College.
- 13.** Recommends substitute examinations and courses requiring duration of study of more than one semester for graduate studies upon the recommendation of the Department Council.
- 14.** Recommends convened comprehensive oral and written examinations by a specialized committee, in accordance with the specific rules, for the graduate student after the completion of all the required coursework upon the recommendation of the Department Council.
- 15.** Recommends a graduate student thesis/dissertation proposal, a thesis advisor, and co-advisor if required, or thesis committee members and its Chairman, upon approval by the Department Council.
- 16.** Recommending that supervisors should be supervised by distinguished supervisors with sufficient experience and scientific competence in the field of research, other than faculty members at the university upon the recommendation of the department council.

17. Recommends allowing a Faculty member to supervise (advisor or co-advisor) a maximum of four theses (five when deeply necessary), following the recommendations of the Department Council.
18. Recommends the replacement of an advisor if he/she cannot continue supervising the thesis/dissertation, or if his/her service to the University is discontinued, upon suggestion by the Department Council concerned.
19. Recommends forming a thesis/dissertation defense committee based on the recommendation of the Department Council concerned.
20. Recommends the addition of one or two nights as extended stay for the committee member coming from outside the city, following the recommendations of the Department Council concerned.
21. Recommends the equivalence of the units studied by the student transferred from another recognized university on the recommendation of the department council.
22. Recommends the writing of university transcripts in a language other than Arabic, with an adequate summary in Arabic

The rules and steps set forth in the Qassim University Faculty and Staff Handbook (“APPENDIX I”) for the above conditions must be strictly followed.

IV. Scholarship and Training Affairs

01. Recommends scholarship for teaching assistants and lecturers within the country or abroad; and the extension or termination of their missions, following the recommendations of the Department Council concerned.
02. Recommends the change of faculty specialization, University or Country of study following recommendations of the Department Council concerned.
03. Recommends the elimination of scholarship allowances according to the University regulations.
04. Recommends the faculty request for a scientific journey in or outside the Kingdom following recommendation of the supervisor and Department Council approval.

05. Submits a report on the status of the college missioners tripped in their studies after the mid-term to the Vice Rector for Graduate Studies and Research.
06. Recommending the suspension of student benefits if :
 - a) Without his or her specialization, university or place of study without the approval of the Council.
 - b) He was unable to continue the study according to reports on his studies.
 - c) Violate regulations or instructions or refrain from implementing them.
 - d) He does not receive the required qualification within the specified period.
 - e) It has been proven that he or she has stopped studying or leaving the study without an acceptable excuse.

The rules and steps set forth in the Statute of the *Council of Higher Education and Universities* („APPENDIX 3”) for the above conditions must be strictly followed.

V. Faculty Affairs

a. Regular Employment

01. Recommends the appointment of Faculty members, lecturer and teaching assistants following recommendation of the Department Council.
02. Discusses the application for Faculty promotion and nominates a number of referees in the major according to the University rules, whether from those already nominated by the Department Council or others.
03. Decides compensation of the Faculty member if the teaching load exceeds the prescribed load.
04. Recommends the permission to a Faculty member a sabbatical leave following recommendation of the Department Council:
 - *For an academic year*, after working for five years or having a previous sabbatical leave; or

- *For a semester*, after working for three years or having a previous sabbatical leave provided this does not affect the educational process in the department.

- 05.** Considers the report submitted by the Faculty on the scientific achievements during his/her sabbatical leave.
- 06.** Recommends the work (and its renewal) of a Faculty member as a part-time consultant in the public or private sector, regional or international organization which is located in Saudi Arabia following recommendation of the Department Council.
- 07.** Recommends the attendance and participation of the Faculty member conferences, symposia and work-shops in and outside Saudi Arabia following recommendation of the Department Council.
- 08.** Recommends the secondment of a Faculty member to work for public or government agencies following recommendation of the Department Council.
- 09.** Recommends the secondment of a Faculty member to work for another organization for a certain period following recommendation of the Department Council.
- 10.** Recommends sending a Faculty member on a scientific mission outside the University following recommendation of the Department Council.
- 11.** Recommends sending a Faculty member to teach abroad following recommendation of the Department Council.
- 12.** Recommends allowing a Faculty member to travel to conduct research work abroad during the summer holiday following recommendation of the Department Council.
- 13.** Recommends the transfer of a Faculty member, within the scope of scientific specialization, from an academic department to another in the College provided the Faculty works in his/her major following recommendation of the Department Council.

14. Recommends the transfer of a Faculty member to (and from) another College within the University following recommendation of the Department Council.
15. Recommends the transfer of a Faculty member to another job outside the University following recommendation of the Department Council.
16. Recommends the acceptance of a Faculty member resignation or referred her/him to early retirement upon her/his request following recommendation of the Department Council.
17. Recommends the appointment (and the salary) of part-time faculty for a maximum of two renewable years following recommendation of the Department Council.
18. Recommends hiring of distinguished Saudi Staff from outside the University to teach in the College following recommendation of the Department Council.

b. Contract-Based Employment

01. Recommends hiring Faculty who exceeded the upper limit of the age range (twenty to sixty calendar year), following recommendation of the Department Council, as follows:
 - Up to 10 years for professors and associate professors.
 - Up to 5 years for assistant professors.
 - Up to 3 years for other positions.
02. For recruiting purposes, recommends considering experience of Faculty, lecturers and teaching assistants in non-University teaching as one year for each two years' experience, if the experience is in his/her major and after receiving the scientific qualification, following recommendation of the Department Council.
03. Recommends permitting a Faculty member to attend academic conferences or symposiums provided that the University does not bear any financial expenses following recommendation of the Department Council.

04. Recommends increasing the end-of-service allowance according to the rules of the Higher Education Council.

The rules and steps set forth in Qassim University Faculty and Staff Handbook (“APPENDIX I”) for the above conditions must be strictly followed.

D. Communication

- Models and facilitates effective communication among College entities and among constituent groups by establishing, using, and supporting minimum standards for communication (frequency and methods).
- Engages in collegial dialogue and collaborative decision-making that encourages and includes input from areas of expertise and those who will be affected by the decisions.
- Disseminates information concerning College plans, policies, procedures and resolutions.

Meeting, Voting and Quorum

- The College Council shall convene at least once a month upon a call from its Chairman. Special Council meetings is held if the Chair calls a meeting on a specified agenda, and due written notice regarding the meeting shall be given to each Council member.
- A meeting cannot come to order unless at least two-thirds of the members are present.
- Resolutions adopted by an absolute majority vote of members present, and in case of a tie, the side of the Chairman prevail.
- Resolution of the Council is operative unless the Rector objects to them within fifteen days from the date he receives them. If the Rector objects to resolutions, he shall return them to the Council along with his viewpoint for a restudy; if the Council’s opinion remains unchanged, the resolutions under objections shall be referred to the University Council, which shall study them in its first subsequent ordinary or extraordinary session. The University Council may approve, amend or reject the resolutions and its decisions in this regard are final.

Duties of the Council’s secretary

- Scheduling meetings of the Council on a regular basis throughout the academic year, provided that it precedes the University Council meeting.

- Receipt of the notes to be displayed on the Council.
- Prepares, in coordination with the Dean, an agenda for the meeting, and circulates it in advance to the Council’s members
- Supervision of the registration of Council members’ attendance and ensures a quorum before starting the session.
- Overseeing the voting process during the sessions.
- Submits the minutes of the meeting, with attached signed attendance sheet, to the Dean for adoption.
- Prepares summaries of the meetings after the end of each session, and mails it to the Council members.
- Preparing discourses emanating from the decisions of the Council to the concerned authorities in the College and the University.
- Archiving memoranda, minutes and decisions of the Council for reference when needed, as well as for review by representatives of accrediting bodies, or other authorized personnel.

SECTION 3: DEAN OF THE COLLEGE

❖ **Definition:** The Dean is the “Senior Administrator and Innovative Leader” of the College. He shall undertake the management of the academic, administrative, and financial affairs of the College, *within the limits of the Statute of the Council of Higher Education and Universities in the Kingdom of Saudi Arabia*, and is responsible for the implementation of the College Bylaws and policies and compliance with accreditation requirements.

❖ **Job description:**

JOB TITLE	DEAN OF THE COLLEGE OF MEDICINE
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Appointment By a decision of the Minister of Education, based on recommendation by the Rector of the University.

ToO Two-year renewable term.

Reporting to The Rector of the University, at the end of each academic year, on all activities of the College.

Statement of Primary Responsibilities:

The Dean is the chief executive and administrative officer of the College. The key function of the role is to ensure alignment with QU Regulations and Standards, coordinating the College's engagement with relevant University activity, and the pursuit of strategic goals as derived from Vision, the Strategic Framework and plan of the University. The Dean shall strive to establish and maintain, in collaboration with Vice Deans and Departments' Chairs, national and international recognition of the College as a center of excellence in research and knowledge transfer. As academic leader, the Dean is responsible for leading College Staff in planning, securing resources, implementing and evaluating activities related to academic operations, research, service and patient care programs.

Power and Tasks

A. Authority

- 01.** Management of all scientific, administrative and financial affairs of the College within the limits of the *Statute of the Council of Higher Education and Universities in the Kingdom of Saudi Arabia*.
- 02.** Representing the College both internally to the University and externally to the various stakeholders.
- 03.** Coordination and development of the College relationships within and outside the University.
- 04.** Establishment of academic links with educational institutions within and outside the Kingdom.
- 05.** Preparation of Strategic and Operational Plans for College.
- 06.** Monitoring the progress towards the College's Strategic Plan, leading the Faculty and/or administrators to adjust the plan as needed and appropriate.
- 07.** Developing a comprehensive plan for institutional and program academic accreditation of the College and maintain it.
- 08.** Developing general strategies to evaluate the performance and quality assurance in the College and work on their application.
- 09.** Nomination of Vice Deans and Heads of academic departments and raise the recommendation to the Rector.

- 10.** Delegation of his prerogatives in accordance with the University rules and regulations.
- 11.** Recommending the formation and composition of committees describing their tasks as required by the interests of labor and their follow up.
- 12.** Ensuring the quality of the educational process outputs at the College through continuous development of academic programs and improvement of the performance of the College Staff in teaching, learning and scientific research.
- 13.** Identification of the possible improvement areas in the College performance and proposes projects deemed necessary to achieve them.
- 14.** Development of the infrastructure for information technology and informatics in College.
- 15.** Development of the qualification and training processes for the College Staff.
- 16.** Strengthen the mechanisms of motivation, satisfaction and institutional affiliation of the College Staff.
- 17.** Planning to achieve excellence in e-learning in the College.
- 18.** Development of indicators to measure performance and evaluate achievements at the College level and follow-up their application after approval.
- 19.** Development of administrative organization and evidences of work systems of the College and its units.
- 20.** Ratification of the minutes of Departments' Councils meetings, and has the right to veto its decisions within 15 days from the date of their receiving.
- 21.** Planning the needs in workforce for academic departments and administrative units of the College and follow-up their availability.
- 22.** Adoption of job performance evaluation reports prepared by Vice Deans, Head of departments, and Directors of administrative units for their employees.
- 23.** Recommends the extension of a Faculty member service after retirement with coordination with the departments' Councils.
- 24.** Recommends contracting with a Faculty member after his retirement with coordination with the departments' Councils.
- 25.** Recommends the termination of, or not renewing, a contract-based Faculty member service with coordination with Heads of departments.

B. Leadership

- 01.** Leading the Faculty in
 - a.** Developing the vision and inspiring others to accept and extend the vision for the College.
 - b.** Strategic Planning activities to further the College's mission in teaching, research, service and patient care.
 - c.** Developing and maintaining a high quality motivating instructional environment (across all modes of delivery) with respect for the roles of research, creative activity, and service contributions to the College, discipline, and community.
 - d.** The development of curriculum that fosters academic excellence and quality learning experiences for both undergraduate and graduate students, including the use of innovative teaching and learning strategies and incorporating appropriate learning technologies, as well as a commitment to distance learning.
 - e.** Implementing the quality assurance processes by creating quality culture and contributing to the development, and maintenance of academic standards.
- 02.** Formulating strategic objectives at the division and departmental level:
 - a.** Facilitating Faculty discussions to develop strategic objectives in keeping with the College Strategic Plan.
 - b.** Encouraging innovation in the development of departmental and divisional objectives and projects.
- 03.** Providing a constructive way of conflict management.
- 04.** Supporting Staff through honest communication and professional development:
 - a.** Hearing ideas and concerns with an open mind.
 - b.** Communicating directly, honestly, and respectfully regarding achievements and challenges.
 - c.** Providing recommendations for professional development.
 - d.** Providing timely performance evaluations.
- 05.** Building and maintaining partnerships among Faculty, Staff, administration, and community members:
 - a.** Collaborating with community members and advisory boards to assess program needs.

- b. Contributing to the design, implementation, and evaluation of new and existing programs and processes that support learning centered focus.
- c. Collaborating with administration and Faculty in College wide-planning in accordance with the Strategic Plan.

C. Management

I. Supervision and Follow-up

- 01. Overseeing the organization of College Council Affairs.
- 02. Supervising and directing the affairs of the College to ensure the study regularity, performance of everyone duty and good workflow.
- 03. General supervision of the work of departments and units of the College and proposes what ensures the advancement of its business and working to provide its needs.
- 04. Follow up the implementation of the Strategic Plan of the College and determines the responsibility of each side of what about its own and working on its updating as needed.
- 05. Supervising the implementation of the College plan for institutional and program academic accreditation and its maintenance.
- 06. Overseeing the motivating programs, satisfaction and institutional affiliation of the College Staff.
- 07. Supervising the implementation of e-learning programs in College.
- 08. Overseeing development programs of the administrative organization in the College.
- 09. Overseeing the attraction of distinguished Faculty members.
- 10. Overseeing the qualification and training programs for the College Staff.
- 11. Working on the development of curricula and educational means, and enabling Faculty members to perform the best for their mission.
- 12. Overseeing the settlement and the provision of technical and informatics in College.
- 13. Supervision of various students' activities in the College.

II. Administrative Affairs

- 01.** Contributing to the management and operations of the College and University by undertaking specific responsibilities as assigned by the Rector of the University.
- 02.** Application of rules and regulations of the *Council of Education and Universities*.
- 03.** Implementing the decisions of the University Council regarding the College.
- 04.** Calling for, and presidency of, College Council meetings, implementing its decisions and raising the minutes of its meetings to His Excellency the Rector.
- 05.** Managing scientific and administrative affairs of the College within the limits of the rules, regulations, decisions and applicable instructions.
- 06.** Coordination of the work of the Advisory Boards and the implementation of its recommendations.
- 07.** Reporting on the works and achievements of the College regarding the implementation of the projects of the University Strategic Plan and submitting them to the Vice Rector for planning, development and quality; and takes the necessary action on them in accordance with the mechanism adopted.
- 08.** Evaluation of the performance of Vice Deans, Head of academic departments, and Directors and Heads of the related units.
- 09.** Reporting to the Rector, based on notifications from Heads of departments, about any breaches of duties or violation of rules/regulations or any other irregularities from any Faculty member.
- 10.** Reporting disciplinary issues regarding student and Staff to the concerned authority in the University in accordance with the regulations.
- 11.** Approval of the participation of Faculty members in the College exams and in the defense of Master and PhD Theses in universities and Colleges in the Kingdom according to the University regulations.
- 12.** Approval of the request of government agencies to get the help of the teaching Faculty to give non-systematic lectures or to participate in a scientific research activity for a short period, in an entity offers the service free of charge, according to the University regulations.
- 13.** Recommendation to His Vice Rector for Educational Affairs to postpone the ordinary vacation of Faculty members, lecturers and teaching assistants according to regulations.

14. Recommendation to His Vice Rector for Educational Affairs to assign Faculty members, lecturers and teaching assistants to teach during the annual leave, within the limits of the rules and regulations.
15. Approval of granting of ordinary and forced vacation to the College Staff, provided that the Deanship of Faculty and Personnel Affairs complete its proceedings before possession by the employee.
16. Reporting about work commencement and leaving by the College Staff.
17. Completion of the initial steps of Faculty employment and, in the case of the desire to contract, sending the completed contracting leaves to the Deanship of Faculty and Personnel Affairs.
18. Signing the identification certificates for all College Staff, except for Faculty members and their equivalents, provided that not to be experience certificates or letters of thanks.
19. Direct contact with the University and other entities in all aspects of their purview, provided that the contact with his equivalents or those who follow him in the functional ranking.
20. Approval of contracting with the internship students after coordination with the Deanship of Faculty and Personnel Affairs.
21. Recommendation to contract with physicians within the implemented rules and regulations, and the numbers assigned to them in coordination with the Deanship of Faculty and Personnel Affairs.
22. Notifies Head of the department in the College, candidate applying for granting an Honorary Title, and manager of the organization in which candidate for the title is employed, about approval of the College Council.
23. Issues a decision of withdrawal an Honorary Title from a part-time Faculty before the end of the title, upon recommendation of the Department Council.

III. Financial Affairs

01. Maintaining the fixed and movable properties of the College.
02. Overseeing the planning and preparation of the College budget.
03. Managing the Financial Affairs of the College within the limits of the rules, regulations, decisions and instructions applicable.

04. The distribution of financial allocations of the College for purchasing all the College requirements of technical equipment, scientific books and furniture that are not provided in the University according to rules and regulations
05. Authorizing disbursements from the College repository and signing memoranda of input and output.
06. Adoption of disbursements from the College budget for the work requirements.
07. Recommending disbursements of Staff entitlements for working out the required Commitment.
08. Adoption of purchase orders in accordance with the rules and regulations.

Agencies, academic and administrative departments related to the Dean

- **Vice Deans:**
 - *Vice Dean*
 - *Vice Dean for Educational Affairs*
 - *Vice Dean for Girl's Affairs*
 - *Vice Dean for Clinical Affairs*
- **Boards:** College Advisory Boards / Students Advisory Boards
- **Committees:** Curriculum Committee
- **Departments:** Academic / Medical Education
- **Offices:** Dean's Office / Administration Office
- **Purchasing Unit**

SECTION 4: VICE DEANS

▪ **Definition:**

☞ The Dean may delegate responsibilities to other appropriate administrators, including the Vice Deans, to assist in discharging his duties within the College. If there is more than one Vice Dean, the senior one shall act on behalf of the Dean during his absence or vacancy of the Dean's post and assign one of them to be a secretary of College Consul.

☞ **Vice Deans for the College include:**

- Vice Dean
- Vice Dean for Educational Affairs

- Vice Dean for Girls' Affairs
- Vice Dean for Clinical Affairs

▪ **Job description for the College Vice Deans:**

JOB TITLE	VICE DEAN
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Appointment By a decision of the Rector, based on recommendation by the Dean.

ToO Two-year renewable term.

Reporting to Dean of the College.

Statement of Primary Responsibilities:

This post is responsible for establishment of a quality assurance and strategic planning system across the College, and confirmation of the integrity of academic programs by upholding professional and accreditation standards. This will involve working collaboratively with a wide arrange of academic and administrative Staff, Heads of department and the Quality Assurance Unit and Committee to maximize consistency of practice across the College, support processes that assure the quality and standards of awards; and ensure that the student experience from admission to graduation continues to attain the highest possible standards, and that the College maintains and enhances its status through effective quality enhancement strategies.

Power and Tasks

A. Authority

01. Addressing the relevant authorities within the College, inside and outside the University in the jurisdiction and scope of his work.
02. Devoting the concept of quality and spreading of its culture throughout the College.
03. Proposing plans and policies for the development of College Staff competencies and capabilities.
04. Recommending the appointment of Head/Directors/Supervisors of affiliated units and committees.
05. Recommending the formation and composition of committees and units reporting to him in the College Organization Structure describing their tasks as required by the interests of work and their follow up.
06. Issuing internal decisions required for the proper functioning of the Agency and the affiliated units in accordance with the rules and regulations.

07. Evaluating the performance of the Staff of the College with consultation with Head/Directors/Supervisors of affiliated units and committees.
08. Arrange ordinary and forced vacation for employees of the affiliated units after approval of the relevant Head/Supervisor/Director.

B. Management

I. Supervision and Follow-up

01. Supervising the functions and the performance of the quality assurance system, developing policy and procedures, strategic planning, faculty development and collection and interpretation of statistics and Information in the College.
02. Supervising the staff performance evaluation in the College.
03. Arrange and supervising the accreditation and recognition process from national and international agencies.
04. Preparation of the annual report of the College and its distribution to relevant authorities after approval by the Dean.
05. Revising the College resources and facilities to keep them updated.
06. Supervision of the affiliated units and committees.

II. Administrative Affairs

01. Preparation and implementation the Strategic Plan for the College.
02. Study of difficulties and problems facing quality and developmental programs and propose solutions to them.
03. Setting the rules and procedures of the internal work system in the College, terms of reference of related committees and job description of workers of the affiliated units and coordination of interrelation between them.
04. Setting an effective mechanism to identify the expectations, requirements and the level of overall customer satisfaction (internal and external) and communicating them to all related academic departments and administrative units.
05. Setting an effective mechanism to identify the expectations, requirements and the level of overall satisfaction (internal and external) and communicating them to academic departments and administrative units.

06. Follow-up the evaluation of performance of the Faculty members, and helping them to achieve scientific and professional excellence.
07. Identification of specialized training needs for Faculty members in academic departments in coordination with the Academic Development Deanship.
08. Encouraging Faculty members to participate in courses, training programs and workshops offered by the Academic Development Deanship.
09. Rewarding activities of innovation and excellence in academic, research, and services in the College.
10. Submitting periodic reports to the Dean about the performance of the affiliated units.
11. Developing the appropriate Key Performance Indicators to monitor the quality of the College activities

Units related to the Vice Dean

- **Quality Assurance Unit**
- **Strategic Planning Unit**
- **Faculty Development Units**
- **Statistics and Information Unit**
- **Policies and Procedures Unit**
- **Research Unit**

JOB TITLE	VICE DEAN FOR EDUCATIONAL AFFAIRS
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Appointment By a decision of the Rector, based on recommendation by the Dean.

ToO Two-year renewable term.

Reporting to Dean of the College.

Statement of Primary Responsibilities:

This post provide leadership for a progressive college that is nationally accredited and internationally recognized. He should maintain a continuous analysis of the current and futures needs to keep the college accredited and recognized. He should provide timely recommendations

and decisions in response to academic needs of the college; represent the college in educational matters; maintain professional collaboration with government agencies and educational institutions; develop and maintain college organizational and policy-planning structures in relation to the educational affairs; maintain effective educational communication among faculty, students, and administrators within the college; develop and implement effective strategies and methods to obtain and enhance the accomplishment of college and university missions; supervise the effective use of physical facilities allocated to the education activities in the college; consult and coordinate closely with senior administrative officials of the university and other college vice deans of educational affairs in the discharge of the College educational duties.

Power and Tasks

- 01.** Provides strong, dynamic academic and administrative leadership, fosters a collegial environment which encourages teaching, and learning excellence.
- 02.** Support the Collage in making decisions consistent with the mission and goals.
- 03.** Responsible for maintaining and developing the college's excellence in learning and teaching in line with the Strategic Plan.
- 04.** Contribute to University strategy in learning and teaching and to represent the College in University learning and teaching meetings and discussions.
- 05.** Plans, in coordination with other administrators and faculty, the schedule of classes and exams and coordination with the Admission and Registration Deanship and other relevant authorities.
- 06.** Complete and submit annual reports related to college education.
- 07.** Report findings of Student Teaching/learning assessments to the Dean and all College units and departments.
- 08.** Oversee the development and review of the College annual report of undergraduate education
- 09.** Lead collection and analysis of Annual Data for all educational activities.
- 10.** Lead efforts to use data collected from common assessments and instructional methods to make needed changes in curriculum to ensure continual improvement of all education activities.

11. Chair the College Assessment Unit, Students Affairs Unit, Academic guidance Unit, Student Club, Simulation Unit, E-learning Unit, and Educational Resources Unit.
12. Chair other College Learning and Teaching Committee as appropriate.
13. Ensure that students' assessments used by the college are fair and consistent.
14. Work with the other Vice Deans of Educational Affairs, staff of the College, students' affairs officials and other Professional Services to ensure that effective student learning and assessment are shared across the University and promoted within the College.
15. Formulate and implement the College policy in learning, teaching and assessment in line with University strategy, and with appropriate academic and administrative support from the Dean.
16. Work in collaboration with the College Dean, and other vice deans to ensure that the learning opportunities of students support the desired learning outcomes and attributes of graduates.
17. Ensure that the quality and standards of the College educational program satisfy the National Qualification Framework and NCAAA standards including Regulations and Codes of Practice
18. Ensure and enhance the learning outcomes and educational objectives and practices are recognized in internal and external assessments, including professional accreditation as appropriate.
19. Oversee with the Dean of the College, responses to student-related feedbacks, including the Student Surveys, faculty surveys and Quality Assurance Unit Reports
20. Support the Dean of the College and the Faculty Development Unit in promoting the professional development of College staff, as it relates to learning and teaching excellence.
21. Work with the Dean of the College and advise him on staffing and balance of educational workload, equipment, space and other resource requirements needed to support the College learning and teaching provision.
22. Engage in professional development opportunities consistent with the needs and aspirations of college and the university.
23. Work with the Dean of the College in maintain and enhance the educational experience of all students by facilitating students attending external educational conferences, workshops and training programs.

24. Pursue his own research, scholarship, teaching and enterprise and contribute to the College's research and teaching program
25. Undertake any other related duties as reasonably requested by the Dean or the Vice-Rector for educational affairs.
26. Supervising the preparation and submit of lists of deprivation and graduates.

Bodies related to the Vice Dean for Educational Affairs

➤ **Committees:**

- **Pre-clinical Phase Academic Coordination Committee**
- **Clinical Phase Academic Coordination Committee**
- **Student Appeal Committee**
- **Academic Supervision Committee**
- **Problem Reviewing Committee**

➤ **Units:**

- **Assessment Unit**
- **Students Affairs Unit**
- **Simulation Unit**
- **E-Learning Unit**
- **Learning Resources Unit**
- **Academic Support and Guidance Unit**

➤ **Male Students' Clubs**

JOB TITLE	VICE DEAN FOR GIRL'S AFFAIRS
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Appointment By a decision of the Rector, based on recommendation by the Dean.

ToO Two-year renewable term.

Reporting to Dean of the College.

Statement of Primary Responsibilities:

Holder of this post is in charge of supervising all educational, administrative, and financial processes in female students' section, and is responsible for the organization of work and the

conduct of its affairs according to the rules and regulations of the *Council of Higher Education and Universities*.

Power and Tasks

A. Authority

1. Addressing the relevant authorities within and outside the University in the jurisdiction and scope of the Agency's work.
2. Recommending the appointment of Head of affiliated committees.
3. Recommending the formation and composition of female students' activities committees describing their tasks as required by the interests of labor and their follow up.
4. Presidency of the affiliated committees and reporting to the concerned authorities.
5. Issuing internal decisions required for the proper functioning of the Agency and the affiliated units in accordance with rules and regulations.
6. Adoption of ordinary and forced vacation for the employees of the Agency.

B. Management

I. Supervision and Follow-up

01. Overseeing the provision of all the College requirements for education, research, administration and finance in girl campus.
02. Supervision of the Financial Affairs and the custody allocated to the Agency and its programs in accordance with the rules and regulations of the University.
03. Supervising the arrangement and processing of locations of teaching and training in the girls' campus of the College.
04. Supervision of the College extra-curricular activities. (Female Student club)
05. Study and follow-up of female student issues (behavioral and ethical), in coordination with the supervisor of the students' affairs unit or committees that make up in the College in accordance with rules and regulations applicable in the University.
06. Supervision of the affiliated committees.

II. Administrative Affairs

01. Facilitating the implementation of the Strategic Plan of the College with respect to female students.
02. Implementation and follow up the decisions of the College Council.
03. Coordinating and facilitating the administrative and organizational relationship with the Dean, Vice Deans and Heads of departments in their respective fields, regarding girls' campus.
04. Considering the complaints and disciplinary actions related to girls' campus before raising the issue to the Dean.
05. Implementation of tasks assigned by the Dean.
06. Preparation of the plans of female students' extra-curricular activities and the proposal for the organization of its own. (Female student club)

JOB TITLE	VICE DEAN FOR CLINICAL AFFAIRS
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Appointment By a decision of the Rector, based on recommendation by the Dean.

ToO Two-year renewable term.

Reporting to Dean of the College.

Statement of Primary Responsibilities:

This post responsible for curriculum development and implementation, student assessment and grading, and clinical courses evaluation in the Clinical phase and Internship program. He should work collaboratively with other Vice Deans to design, assess, and continually improve the clinical curriculum to ensure that it builds upon and is integrated with the Phase 1 and Phase 2 curriculum; and meets National Qualification Frameworks and the NCAAA Standards. Most of the duties of the position require a close working relationship with the other vice deans, leaders in Medical Education, and training sites leadership.

Power and Tasks

1. Serve as advisor to the Dean in matters related to curriculum and instruction, faculty selection, assignment, development, and retention related to Clinical Phase and Internship program.
2. Supervise the clinical phase curriculum implementation, student assessment and grading, and course evaluation and reporting.
3. Assist the Dean in recruitment and mentor of Clinical Phase faculty and renewal of appointments.
4. Assist with the recruitment of assistants for clinical faculty from Ministry of Health or any other training sites.
5. Collaborate with the responsible persons in the training sites in the planning, delivery, and on-going refinement of students' training and provide supervision and feedback.
6. Establishes, directs, and enhances all strategic partnerships with hospitals and other clinical training sites.
7. Oversee the daily activities of the clinical training of students.
8. Maintain positive and collaborate relationships with all clinical phase training sites, administrators, trainers and other personnel participating in students training and teaching.
9. Along with the responsible persons of the training sites, visit physical sites/physician groups regularly for the purposes of site follow-up/evaluation, as well as faculty assessment and development.
10. Oversee all Clinical Phase student curricular activities/assignments, registrations, scheduling, meetings, and communications.
11. Chair the Community Services Unit, the Internship Unit, Alumni and Career Development Unit.
12. Chair other College Clinical Learning and Teaching Committee as appropriate.
13. Organize and run the delivery of student orientations in the Clinical Phase curriculum, and residency programs.
14. Ensure that the quality and standards of the Clinical Phase and Internship program satisfy the National Qualification Framework and NCAAA standards including Regulations and Codes of Practice

15. Observe the full implementation of the Clinical Phase curriculum assessment strategies, including assessments of clinical performance, standardized tests of medical knowledge, portfolios, and other measures.
16. Ensure the accurate and timely submission of student assessments and grades for Clinical clerkships, internship and courses.
17. Plan, develop and supervise the maintenance of a comprehensive curricular map for the Internship program and ensures they are aligned with the college's education missions.
18. Supervise the collection and collation of student evaluations of Clinical Phase training and Internship training and supervise the preparation of reports of these evaluations.
19. Prepare annual and Course specifications and Reports of Clinical Phase courses for submission to Quality Assurance Unit.
20. Serve as a member of the College council and coordinate activities with other vice deans as needed.
21. Directs, designs, implements, and evaluates the college's clinical teaching.
22. Undertake any other related duties as reasonably requested by the Dean.

Bodies related to the Vice Dean for Clinical Affairs

➤ **Committees:**

➤ **Units:**

- **Community Services Unit**
- **Internship Unit**
- **Alumni and Career Unit**

SECTION 5: DIRECTOR OF THE ADMINISTRATION

• **Job description:**

JOB TITLE

DIRECTOR OF THE ADMINISTRATION

Appointment By a decision of the Dean of the Deanship of Faculty and Staff Affairs.

Reporting to Dean of the College.

Statement of Primary Responsibilities

A director of administration manages administrative Staff and the overall daily office operations. He may oversee a number of departments including human resources, facilities management and finance, beside all administrative affairs at the College. Recommendations and reporting shall be submitted to the Dean of College for the final decision.

Power and Tasks

A. Authority

- 01.** Authorizes the disbursement from the College warehouse.
- 02.** Adoption of the ratification of the guarantee's models required from contract-based Faculty and employees when traveling.
- 03.** Adoption of travel tickets requests (boarding orders) for contract-based Staff at the end of the academic year and its submission to the Deanship of Faculty and Personnel Affairs in the University.
- 04.** Raises what contract-based Staff deserve as a compensation for the travel tickets according to regulations.
- 05.** Adoption of expenses forms for the education of contract-based Staff children according to the regulations and its submission to the Deanship of Faculty and Personnel Affairs in the University.
- 06.** Adoption of definition certificates for non-Faculty Staff of the College and the like, provided not be experience certificates or letters of thanks, in accordance with the regulations and rules.
- 07.** Adoption of the minutes of receipt and delivery, and requests for disbursement of materials and transfer of custody.
- 08.** Adoption of ordinary and forced vacations of non-Faculty Staff of the College upon the approval of their direct administrator.
- 09.** Recommends commissioning non-Faculty Staff, for the interest of the work, to work outside official working hours according to rules and regulations.
- 10.** Adoption of data concerned for the end of the mandate for administrators, technicians and researchers' employees of the College.
- 11.** Adoption of the correspondence related with the governmental entities to complete the non-Faculty Staff procedures.

12. Nomination of the non-Faculty Staff members to attend training courses.
13. Issuing internal decisions required for the proper functioning of the department in accordance with the rules and regulations.
14. Preparation of job performance annual reports for administrative employees, and workers for adoption by the Dean.

B. Management

I. Supervision and Follow-up

01. Supervising the application of the rules and regulations of administrative and financial affairs at the University.
02. Follow-up matters relating to safety in coordination with the departments and units within the College as well as with the Department of Security in the University campus.
03. Supervision and follow up the implementation of the administrative works in the department's related units and ensures the proper functioning, development of the workflow and the completion of the tasks entrusted to them without delay.
04. Supervising the mail, verifying the accuracy and speed of its receiving and distribution, as well as the speed of delivery and distribution of transactions, and adjusting the itinerary for College's correspondents.
05. Supervision of all issues concerned with the passports of contract-based Faculty (visas, travel tickets, etc.).
06. Supervision of the College facilities with the relevant authorities and develop plans to follow-up their maintenance and cleanliness.
07. Overseeing the distribution of the College offices and coordinate programs for the proper use of College's halls.
08. Supervision of the attendance and absence records for administrators and technicians' employees of the College.
09. Supervision and follow-up of the preparation and equip classrooms and their maintenance periodically.
10. Follow-up installations and maintenance operations in College.

II. Administrative Affairs

01. Arrangement of matters related to reception, accommodation and travelling for the guests of the College in collaboration with the Department of Public Relations in the University.
02. Responds to all incoming transactions from all administrative units of the University.
03. Performs initial procedures for getting visas for contract-based Staff, and their families, and its submission to the University administration.
04. Reporting about Staff engagement in work and upon quitting work.
05. Reporting about employee's absence according to the University regulations.
06. Signing of letters to refer the College Staff and workers to medical check.
07. Signing the employee clearance form for those who are terminating their work in the College.
08. Raises the needs of human resources and various fittings of the College.
09. Organizes ordinary holidays for administrators, technicians and workers employees of the College.
10. Commissioning and follow-up a responsible employee to connect with concerned bodies to reform emergency breakdowns that occur in College.
11. Implementation of tasks assigned by the Dean.

Bodies related to the Director of the Administration

- Administrative Affairs Unit
- Administrative Communications Office
- Warehouse
- Support Services Unit

SECTION 6: DIRECTOR OF THE DEAN'S OFFICE

- **Job description:**

JOB TITLE	DIRECTOR OF THE DEAN'S OFFICE
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Appointment By a decision of the Dean.

Reporting to Dean of the College.

Statement of Primary Responsibilities

Holder of this post is responsible for overseeing the day-to-day operation of the Dean's Office within the College. He shall provide administrative and analytical support to the Dean in a variety of areas, coordinates activities on the Dean's behalf and acts as a liaison to senior management across campus, works under general direction within a clear framework of accountability and exercises substantial personal responsibility and accountability to deliver results, and provides lead hand supervision to administrative Staff within the office.

Power and Tasks

I. Supervision and Follow-up

- 01.** Oversee and direct workflow, independently respond to inquiries, complaints, and concerns from callers and visitors on behalf of the Dean.
- 02.** Follow up the implementation of the incoming circulars.
- 03.** Keep track of assignments made to others for actions to be taken on the Dean's behalf and ensure that deadlines for responses are met.
- 04.** Follow-up the appropriate implementation of decisions made by the Dean.
- 05.** Monitor and order office supplies.

II. Administrative Affairs

- 01.** Prioritize and schedule appointments for the Dean's calendar. Independently determine the importance of requested meetings and coordinate calendar to accommodate the needs of the Dean.
- 02.** Schedule and coordinate meetings including room bookings, agendas, catering and travel arrangements.
- 03.** Prepare detailed briefing materials for the Dean prior to meetings.
- 04.** Provide pertinent facts, data, and other background information for meetings, reports, inquiries, agendas, and presentations.
- 05.** Draft correspondence on behalf of the Dean.
- 06.** Set up and maintain filing systems, both electronic and hard copy.
- 07.** Update and maintain confidential files and records. Handle sensitive material in accordance with established policies.

- 08.** Coordinate the submission of information and documentation required to initiate, facilitate, and conclude various processes such as recruitment and selection committees.
- 09.** Coordinates and review departments' requests prior to submission to the Dean.
- 10.** Preparing responses to incoming transactions to the College and editing the transactions related to the College and its Staff as well as the transactions referred by the Dean or Vice Deans of the College.
- 11.** Plan, coordinate, and schedule interviews for candidates, including travel arrangements and hotel accommodations.
- 12.** Completion of the initial steps of Staff employment, as approved by the Dean, and sending the completed contracting leaves to the Deanship of Faculty and Personnel Affairs.
- 13.** Resolve complex problems within area of responsibility, consult relevant documentation, and liaise with appropriate resource persons to obtain and provide information on a variety of diverse and complex administrative issues.
- 14.** Approval of granting of ordinary and forced vacation to the employees of the office provided that the Deanship of Faculty and Personnel Affairs complete its proceedings before possession by the employee.
- 15.** Preparation of job performance reports for the employees of the office.
- 16.** Performs tasks assigned by the Dean of the College.

ARTICLE V

FACULTY

SECTION 1: MEMBERSHIP

The Faculty of the College of Medicine shall be comprised of all academic Staff within the College assigned to carry out the academic missions of the College, namely teaching, research, clinical, and community service. Titles of these persons, ranking, qualifications, promotion, obligations, disciplining and service termination are detailed in the Qassim University Faculty and Staff Handbook (*“APPENDIX 1”*).

SECTION 2: FACULTY EMPLOYMENT

- Faculty employment status:
 - *Full-time* employment:
 - Regular*: a full-time employment through each successive academic year.
 - Contract-based*: a full-time employment for one-to-two years, renewable with no limitation on the number of years of service.
 - *Part-time* employment.
- Procedures for *full-time regular employment* are detailed in the Qassim University Faculty and Staff Handbook (*“APPENDIX 1”*).
- Procedures for *part-time* and *full-time contract-based employment* shall be set forth in the College policies and procedures library.

SECTION 3: FACULTY RIGHTS

Areas of Faculty rights are broadly guaranteed in the Qassim University Constitution, polices, procedures, rules, and regulations. These rights include, but are not limited to, the following areas:

- A. Academic freedom as it applies to teaching, research, clinical care and service of the Faculty of the College of Medicine and consistent with the definitions contained in the Qassim University Constitution. The teaching, research and service duties of each academic department, regarded as the joint responsibility of all of its Faculty members, shall be divided equitably, as far as possible.

- B.** Where their rank and status are appropriate, Faculty members have the right to vote on all matters displayed in the different meetings.
- C.** Faculty members have a right to support and assistance from the University in maintaining a climate suitable for scholarship, research, and effective teaching and learning. Faculty members are entitled to an academic environment free from violence or systematic disruption, and to a teaching environment adequately equipped for meeting the teaching mission of the University.
- D.** Faculty members have a right to assistance from the University in improving their skills and developing their talents as teachers and scholars.
- E.** Faculty members shall be apprised of the procedures involved in and the criteria for all decisions regarding promotion, evaluation, grievance, and the compensation plan
- F.** Faculty members have the right to know what is required of them and how they will be evaluated on an annual basis. The process of evaluation shall be fair and equitable.
- G.** In any disciplinary matter involving the possibility of substantial sanctions, Faculty members have a right to look at the inquiry on the days determined by the Rector, a right to adequate notice to prepare a defense, a right to be heard, and a right to object to the decision of the disciplining committee within thirty days from receiving it in a formal letter to the Rector of the University.

SECTION 4: FACULTY DUTIES AND RESPONSIBILITIES

Faculty members must fulfill their duties and responsibilities to society, their professions, and the University by manifesting professional, academic, and clinical competence. Expectations from Faculty members are detailed in Qassim University Faculty and Staff Handbook (“APPENDIX I”). In short, the responsibilities of the Faculty shall include, but are not limited to, the following duties:

- a.** Owing primary professional loyalty and support to Qassim University and to its College of Medicine.
- b.** The interest, time and efforts of Faculty members should be devoted primarily to teaching, research, clinical care, and service missions of the College, providing excellent patient care, counseling students, pursuing research and other scholarly work.

- c.** Contributing to the governance of the College, the departments, and other units within the College and the University through serving in committees, performing administrative duties and carrying out other required functions.
- d.** Designing and implementing the curricula of the College, the departments, and other units within the College.
- e.** Developing and recommending policies that govern the educational activities to include development and evaluation of the curricula within the College of Medicine.
- f.** Enforcing the policies and the Rules and Regulations of the College, and of the University.

ARTICLE VI

DEPARTMENTS

SECTION 1: DEFINITION

- Departments of the College are those related to the various *basic* and *clinical* science disciplines. Departments embracing more than one specialty or discipline (or subspecialty or sub-discipline) may be organized into two or more divisions based on a recommendation submitted by the Department Council, approval by the College Council and adoption by the Dean.
- *Basic Science* Departments include Anatomy and Histology; Physiology; Pathology (subdivisions: Histopathology, Biochemistry, Microbiology and Parasitology); Pharmacology and Therapeutics; and Medical Education.
- *Clinical Science* Departments include Medicine; Surgery; Pediatrics; Obstetrics and Gynecology; Ophthalmology; Ear, Nose and Throat; Orthopedics; Family and Community Medicine; Radiology and Imaging; Dermatology; and Psychiatry.
- Any proposal for the establishment, merger, consolidation or abolition of a department shall be discussed carefully by the College Council to be vetted prior to submission to the University Council. Procedures shall be clarified, illustrated and documented in the Policies and Procedures Library of the College.

SECTION 2: MEMBERSHIP

A department shall consist of those members of the Faculty appointed (part-time and full-time) in the established disciplines.

SECTION 3: MEDICAL EDUCATION DEPARTMENT

Mission

To provide medical education support for the design, development, and implementation of innovative curricula designed to advance a passion for scientific inquiry, critical thinking, and comprehensive clinical expertise and leads to excellence in the practice of a set of personal and professional attitudes, which enable competent, responsible and lifelong performance as a physician.

Goals and Objectives

➤ **Curriculum oversight**

1. Promote an optimal educational environment within the College.
2. Matching the core curriculum with the College General Objectives and graduate competencies.
3. Assurance of alignment of intended learning objectives (ILOs), instruction and assessment plans.
4. Providing appropriate feedback and recommendations for continuous improvement and upgrading of the curriculum.
5. Provides a forum to compare curriculums amongst other medical schools and stay abreast of the ever-changing needs of medical education.
6. Suggesting new approaches to teaching, assessment and curriculum planning.
7. Evaluation and suggesting reform of the curriculum based on research in medical education.

Suggestions and recommendations of the department should be raised to the concerned authorities in the College.

➤ **Fostering Research and innovation in medical education**

1. Encouraging staff and students to conduct researches in medical education.
2. Providing area advice, consultation, identify the area of concern in medical education to direct research of interest for the college.
3. Undertake research which promotes quality in Medical Education and aligns with the College strategic research objective.
4. Providing scientific materials in medical education.
5. Arranging for workshops and training courses in medical education research in collaboration with the Faculty Development Unit.

➤ **Service provision and facilitation**

- 1- Supervise the services provided by the following units and raising suggestions and recommendations to the Vice Dean for Educational Affairs:
 - ☞ Simulation Unit
 - ☞ E-Learning Unit

☞ Learning resources Unit

- 2- Supervise the conduction of courses related to medical education in the University.
- 3- Conduct postgraduate studies in health profession education.
- 4- Arranging for workshops and training courses in medical education in collaboration with the Faculty Development Unit.
- 5- Provide advice for the departments within the College on subjects related to medical education upon request.

SECTION 4: GENERAL TASKS AND DUTIES OF DEPARTMENTS

- 01.** Formulation and implementation of teaching, research and service programs, within the specific disciplines, consistent with the College mission.
- 02.** Assures that its instructional programs are as effective as possible.
- 03.** Implementation of quality concepts in all departmental activities.
- 04.** Recommends to the College Council changes that might improve the performance of the department.
- 05.** Integrates its programs into those of the College and University.
- 06.** Further, it is the duty of each member of the department to safeguard, properly use and maintain all University property assigned to the department.

SECTION 5: GOVERNANCE

- The administration of each department shall be the responsibility of a ***Chair***, through the ***Department Council***, who will be directly responsible to the Dean. The council and/or its Chair shall submit suggestions, proposals, and recommendations to the College council/Dean of the College for final decision.
- For department organized into two or more divisions, each division shall be administered by a Chair, through a Division Council, who shall be directly responsible to the Department Chair. Organization, power and tasks, and meeting, voting and quorum for the Division Council are comparable to those described under the Department Council. Job description of the division Chair is comparable to that described under Department Chair.

□ **Department Council**

Organization

I. Membership

A Department Council shall consist of those members of the Faculty appointed as full timer (regular and contract-based) in the established disciplines.

II. Structure

The Chair of the department shall serve as Chair of the Council. A Faculty member, recommended by the Council or the Chair, is assigned to serve as the secretary of the Council.

Power and Tasks

A. Authority

Taking in consideration, *the Statute of the Council of Higher Education and Universities in the Kingdom of Saudi Arabia and others, as well as the decisions of the Council of Higher Education or the University Council*, the Department Council shall have jurisdiction over the academic, and administrative affairs of the department. Specifically the Council is vested with authority to:

- 01.** Recommends adoption or amendment of the study plans.
- 02.** Recommends adoption of programs and curricula, textbooks and references for the curriculum.
- 03.** Proposes plans for Graduate Studies or their amendments.
- 04.** Recommends the appointment of Faculty members, graduate students, and lecturers and propose their secondment, delegation, and promotion.
- 05.** Suggests names of non-Faculty members of the University with distinguished qualifications and experience for teaching or supervising a scientific research/thesis.
- 06.** Suggests and recommends the employment of a visiting Faculty, Saudis and others, for teaching a specified period in the department.
- 07.** Reviews, and recommends, applications of part-time Faculty for granting an ***Honorary Titles***, and submits recommendation to the College Committee for Granting Honorary Titles.

08. Evaluates the performance of the part-time Faculty granted an Honorary Title, and submits recommendation for renewal to the College Committee for Granting Honorary Titles).
09. Recommends withdrawal of the Honorary Title granted to a part-time Faculty before the end of the title if he failed to fulfill his duties and responsibilities.
10. Considers matters forwarded by the College Council, Dean or Vice Deans and provides its opinion.
11. Recommends the formation of standing or ad hoc Committees from its membership to accomplish specific tasks or objectives.

B. Management

I. Academic Affairs

01. Encourages Faculty members to submit and perform scientific research projects.
02. Evaluates scientific research projects proposed by Faculty members.
03. Organization and coordination of departmental activities.
04. Distribution of lectures, labs and other educational activities among Faculty and other members of the department.
05. Suggests the class work score, which must not be less than 30 percent of the final course grade.
06. Recommends the inclusion of practical or oral tests in the final examination of any course and to specify the proportion of the final score for the course that is assigned to these tests.
07. Recommends the regulations pertaining to the final examination procedures.
08. Applies the principle of strict confidentiality in all examinations' procedures.
09. Recommends the duration of the final written examinations, which should not be less than one hour and not more than three hours.
10. Recommends the rules and regulations to accept students transferred from outside the University and evaluates the courses taken by the student outside the University.

II. Graduate Affairs

- 01.** Suggests detailed proposals for graduate programs.
- 02.** Recommends the names for the graduate degrees, in Arabic and English.
- 03.** Recommends any changes or modifications in the courses, program requirements or rules of acceptance (if needed).
- 04.** Recommends the number of students admitted each year for graduate studies.
- 05.** Recommends the addition of other necessary admission requirements for the master's or Doctoral degree programs.
- 06.** Recommends student readmission request.
- 07.** Recommends postponing the approval of the student admission according to the University regulations.
- 08.** Recommends granting a student an additional attempt at graduating for one or two semesters (maximum) if the student GPA is below "B" for two consecutive semesters.
- 09.** Recommends granting a student an additional attempt at graduating not exceeding two semesters upon the recommendation of the supervisor if the student failed to get the degree during the maximum period set out to get it.
- 10.** Recommends regulations for student's acceptance and transfer from and to the department.
- 11.** Recommends the acceptance of students transferred from a recognized University to Qassim University, taking into account the terms of the conversion.
- 12.** Recommends the acceptance of changing a student's major at the University, considering the admission requirements and any other conditions deemed necessary.
- 13.** Recommends the required courses for the diploma degree as well as the name of the diploma degree.
- 14.** Recommends the transfer of a student who registered for a master's degree, with or without a thesis, and failed to earn the degree, to a diploma program

in the same field (if it is available), according to the specific implementation rules of the College.

15. Recommends substitute examinations and courses requiring duration of study of more than one semester for graduate studies.
16. Recommends convened comprehensive oral and written examinations by a specialized committee, in accordance with the specific rules, for the graduate student after the completion of all the required coursework.
17. Recommends a graduate student thesis/dissertation proposal, a thesis advisor, and co-advisor if required, or thesis committee members and its Chairman.
18. Recommends allowing a non-Faculty member of the University with distinguished qualifications and experience in academic research to supervise the thesis/dissertation.
19. Recommends allowing a Faculty member to supervise (advisor or co-advisor) a maximum of four theses (five when deeply necessary).
20. Recommends the replacement of an advisor if he/she cannot continue supervising the thesis /dissertation, or if his/her service to the University is discontinued.
21. Warning a student, based on academic advisor's report, if there is a lack of commitment towards his studies. If, after two warnings, no improvement is evident, the Council may recommend student dismiss.
22. Recommends forming a thesis/dissertation defense committee.
23. Recommends the replacement of the dissertation advisor in the defense committee if he/she cannot participate, due to death; discontinued service to the University; or presence outside the country in task for a long time.
24. Recommends the time period required to complete the deficiencies and re-discuss the thesis/dissertation, as recommended by the thesis/dissertation defense committee, provided that not exceed one year from the date of the first defense.
25. Recommends the addition of one or two nights as extended stay for the committee member coming from outside the city.

The rules and steps set forth in the Qassim University Faculty and Staff Handbook (“APPENDIX 1”) for the above conditions must be strictly followed

III. Scholarship and Training Affairs

01. Recommends scholarship for teaching assistants and lecturers within the country or abroad; and the extension or termination of their missions.
02. Recommends approval of the change of missionee’s specialization, University or Country of study.
03. Recommends the elimination of scholarship allowances according to the University regulations.
04. Recommends approval of the missionee’s request for a scientific journey in or outside the Kingdom following recommendation of the supervisor.
05. Coordination with the University scholarship and training committee in monitoring the condition of missionees’ and trainees.
06. Reporting to the College Council about the state of missionees in their studies after the mid-term.
07. Raising a detailed annual report on the status of the scholarships in the department to the College Council.

The rules and steps set forth in the Statute of the *Council of Higher Education and Universities* (“APPENDIX 3”) for the above conditions must be strictly followed.

IV. Faculty Affairs

a. Regular Employment

01. Recommends the application for Faculty promotion and nominates a number of referees in the major according to the University rules.
02. Recommends compensation of the Faculty member if the teaching load exceeds the prescribed load.
03. Recommends the permission to a Faculty member a sabbatical leave:
 - *For an academic year*, after working for five years or having a previous sabbatical leave; or

- *For a semester*, after working for three years or having a previous sabbatical leave provided this does not affect the educational process in the department.

- 04.** Recommends the acceptance of the report submitted by the Faculty on the scientific achievements during his/her sabbatical leave.
- 05.** Recommends the work (and its renewal) of a Faculty member as a part-time consultant in the public or private sector, regional or international organization which is located in Saudi Arabia.
- 06.** Recommends the attendance and participation of the Faculty member conferences, symposia and workshops in and outside Saudi Arabia.
- 07.** Recommends the secondment of a Faculty member to work for public or government agencies.
- 08.** Recommends the secondment of a Faculty member to work for another organization for a certain period.
- 09.** Recommends sending a Faculty member on a scientific mission outside the University.
- 10.** Recommends sending a Faculty member to teach abroad.
- 11.** Recommends allowing a Faculty member to travel to conduct research work abroad during the summer holiday.
- 12.** Recommends the transfer of a Faculty member, within the scope of scientific specialization, from an academic department to another in the College provided the Faculty works in his/her major.
- 13.** Recommends the transfer of a Faculty member to (and from) another College within the University.
- 14.** Recommends the transfer of a Faculty member to another job outside the University.
- 15.** Recommends the acceptance of a Faculty member resignation or referred her/him to early retirement upon her/his request.
- 16.** Recommends the appointment of part-time professors for a maximum of two renewable years.

17. Recommends hiring of distinguished Saudi Staff from outside the University to teach in the College.

b. Contract-Based Employment

01. Recommends hiring Faculty who exceeded the upper limit of the age range (twenty to sixty calendar year) as follows:

- Up to 10 years for professors and associate professors.
- Up to 5 years for assistant professors.
- Up to 3 years for other positions.

02. For recruiting purposes, recommends considering experience of Faculty, lecturers and teaching assistants in non-University teaching as one year for each two years' experience, if the experience is in his/her major and after receiving the scientific qualification.

03. Recommends permitting a Faculty member to attend academic conferences or symposiums provided that the University does not bear any financial expenses.

The rules and steps set forth in the Qassim University Faculty and Staff Handbook (“APPENDIX I”) for the above conditions must be strictly followed.

Meeting, Voting and Quorum

- The Council shall convene at least once a month upon a call from its Chair. Special Department Council meetings is held if the Chair call a meeting on a specified agenda, and due written notice regarding the meeting shall be given to each Council member.
- A meeting cannot come to order unless at least two-thirds of the members are present.
- The right to vote within the department shall be enjoyed by all full-time instructors who are appointed for a term of one year or longer.
- Resolutions adopted by an absolute majority vote of members present, and in case of a tie, the side of the Chairman prevail.
- Resolution of the Council is operative unless the Dean objects to them within fifteen days from the date he receives them. If the Dean objects to resolutions, he

shall return them to the Council along with his viewpoint for a restudy, if the Council's opinion remains unchanged, the resolutions under objections shall be referred to the College Council, which shall study them in its first subsequent ordinary or extraordinary session. The College Council may approve, amend or reject the resolutions and its decisions in this regard are final.

Duties of the Council's secretary

- Scheduling meetings of the Council on a regular basis throughout the academic year, provided that it precedes the College Council meeting.
- Receipts of the notes to be displayed on the Council.
- Prepares, in coordination with the Department Chair, an agenda for the meeting, and circulates it in advance to the Council's members.
- Supervision of the registration of Council members' attendance and ensures a quorum before starting the session.
- Overseeing the voting process during the sessions.
- Submits the minutes of the meeting, with attached signed attendance sheet, to the Chair for adoption.
- Prepares summaries of the meetings after the end of each session, and mails it to Council members.
- Preparing discourses emanating from the decisions of the Council to the concerned authorities in the College.
- Archiving memoranda, minutes and decisions of the Council for reference when needed, as well as for review by representatives of accrediting bodies, or other authorized personnel.

□ Department Chair Job Description

JOB TITLE	HEAD OF A DEPARTMENT
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Appointment By a decision of the Rector, based on recommendation by the Dean.

ToO Two-year renewable term.

Reporting to The Dean, at the end of each academic year, on academic affairs and all other activities of the department.

Statement of Primary Responsibilities:

The Department Chair, who at the same time holds an academic rank in the College, is the College's agent for execution of the department's mission. This post is in charge of the conduct of scientific and administrative issues in the department, in consultation with the Department Council, and is responsible for the implementation and application of the rules and regulations of the *Council of Higher Education and Universities*.

Power and Tasks

A. Authority

- 01.** Coordinating and developing department relationships within and outside the University.
- 02.** Issuing internal decisions required for the proper functioning of the department and in accordance with the rules and regulations.
- 03.** Preparation of job performance annual reports for Faculty members of the department.
- 04.** Recommends compensation of the Faculty member if the teaching load exceeds the prescribed load.
- 05.** Recommends assignment of a Faculty member to work outside the official work time.
- 06.** Recommends a Faculty member or more to assess the exam.
- 07.** Adoption of exam transcripts and the formal grade record.
- 08.** Recommends the attendance of Faculty members of the department training courses inside and outside the University.
- 09.** Recommends the extension of a Faculty member service after its termination.
- 10.** Recommends contracting with a Faculty member after his retirement.

11. Recommends the termination of, or not to renew, a contract-based Faculty member service.
12. Adoption of the reports prepared by the advisor of the scientific thesis about the student's progress, and sending a copy to the Dean of Graduate Studies at the end of each semester.
13. Examines the thesis/dissertation, upon reporting by the advisor about its completion by the student, in order to initiate the completion of the procedure determined by the Council of the Deanship of Graduate Studies. He may delegate one of the staff members of the department to do so.

B. Management

I. Supervision and Follow-up

01. Supervises the preparation of the Strategic Plan for the department and follow up its implementation.
02. Follow-up scholarships and training activities for Faculty members and their equivalent.
03. Overseeing the management of the educational, research, administrative, and cultural affairs of the department to ensure the performance of everyone duty and good workflow.
04. Overseeing the development of the administrative, academic and research activities of the department.
05. Supervision of the quality of the educational process outputs and the implementation of its plans at the department through continuous development of academic program.
06. Overseeing the attraction of distinguished Faculty members.
07. Supervision of various students' activities in the department.

II. Administrative Affairs

01. Application of rules and regulations of the *Council of Higher Education and Universities* in the department.
02. Implementing the decisions of the College Council regarding the department.
03. Calling for, and presidency of, Department Council meetings, implementation of its decisions and submitting the minutes of its meetings to the Dean.

04. Managing scientific and administrative affairs of the department within the limits of the rules, regulations, decisions and applicable instructions.
05. Reporting to the Dean about any breaches of duties or violation of rules/regulations or any other irregularities from any College Staff.
06. Submits a confidential letter to the Dean stating the reasons and justifications that led the Department Council to recommend the withdrawal of an Honorary Title from a part-time Faculty.
07. Implementation of tasks assigned by the Dean.

III. Academic Affairs

01. Submits a full report about the scientific journey of the missionee, if within the Kingdom and under the supervision of the department, to the College Council.
02. Application of rules and regulations of quality and academic accreditation.
03. Applies the principle of strict confidentiality in all examinations' procedures.
04. Submits the report of the Theses defense committee to the Dean of Graduate Studies, through the College Dean, in a period not exceeding three weeks from the date of the defense.
05. Submitting periodic reports about the progress of graduate studies in the department to the Dean of the College and the Dean of Graduate Studies at the end of each academic year.

ARTICLE VII

UNITS

SECTION 1: DEFINITION

- College Units are functional divisions related to the Dean, one of the Vice Deans or Director of the Administration of the College. QUCOM units include:

<u>Unit</u>	<u>Related to</u>
• Purchasing	Dean
• Quality Assurance	Vice Dean
• Strategic Planning	Vice Dean
• Faculty Development	Vice Dean
• Statistics and Information	Vice Dean
• Policies and Procedures	Vice Dean
• Research	Vice Dean
• Assessment	Vice Dean for Educational Affairs
• Students' Affairs	Vice Dean for Educational Affairs
• Students' Clubs	Vice Dean for Educational Affairs
• Simulation	Vice Dean for Educational Affairs
• E Learning	Vice Dean for Educational Affairs
• Learning Resources	Vice Dean for Educational Affairs
• Internship	Vice Dean for Clinical Affairs
• Community Services	Vice Dean for Clinical Affairs
• Alumni and Career Development	Vice Dean for Clinical Affairs
• Administrative Communications	Director of Administration
• Warehouse	Director of Administration
• Support Services	Director of Administration

- Any proposal for the establishment, merger, consolidation or abolition of a unit shall be discussed carefully by the College Council to be vetted prior to submission to the University Council. Procedures shall be clarified, illustrated and documented in the Policies and Procedures Library of the College.

SECTION 2: MEMBERSHIP

- ❖ Qualified Faculty members devoted and committed to accomplish goals and objectives of the unit, based on recommendation by the related authority, and adoption by the Dean.
- ❖ Administrative Staff employed according to rules and regulations of the University.

SECTION 3: TASKS AND DUTIES

➤ **Alumni and Career Development** *(related to the Vice Dean for Clinical Affairs):*

01. Establish a comprehensive database for the alumni.
02. Communicate with the alumni through different channels, enhance their relationship with the College and organize regular meetings and social activities.
03. Make a closer relationship with the alumni to take advantage of their expertise in:
 - Participation in events and activities organized by the College, such as lectures, conferences, seminars and workshops.
 - Creating opportunities for cooperation and participation in the academic and research activities and community service set up in the College.
04. Documenting the outputs of University graduates such as:
 - Courses carried out by the alumni.
 - The achievements done by the alumni.
 - Publishing and translation done by the alumni.
05. Conduct pilot studies about the alumni in terms of numbers, employability, ratio of unemployment.
06. Inform alumni about updates on the academic and research aspects within the College, as well as courses and conferences in their concerned fields.

➤ **Purchasing Unit** *(related to the Dean):*

01. Develop comprehensive policies, sustainable plans, programmes and budgets to cover all the procurement and supply of all College requirements.
02. Establishment and maintenance of systems to ensure the quality of requirements supplied:
 - **Requisitioning:** Estimation of current and future needs as a basis for procurement, planning and budgeting to facilitate timely processing of requisitions.

- **Procurement:** Efficient and economic procurement of all College supplies from reputable sources in a cost-effective manner to ensure quality supplies.
- **Distribution:** Secure safe and efficient administration and distribution of all College supplies to facilitate safe, efficient and timely delivery from within and outside of the unit.

➤ **Quality Assurance Unit (related to Vice Dean):**

Common objectives of the Quality Assurance Unit are to implement, support, coordinate and lead quality assurance processes in all parts of the College by:

01. Developing Commitment to Quality Improvement:

- Promoting understanding of the importance of quality assurance and of strategies to achieve it.
- Developing mission and objectives for quality improvement for the institution and encouraging units throughout the institution to take similar action in their own sphere of activity.
- Arranging for special recognition within the institution for significant improvements and outstanding achievements in quality.
- Involving stakeholders in strategies for quality assurance and ensuring community awareness of significant achievements.

02. Assisting and supporting College units in their quality improvement activities:

- Arranging for the nomination or appointment of quality officers in different parts of the College.
- Providing or arranging training for Staff in the College in quality assurance processes.
- Providing and arranging training in teaching strategies and assessment processes relevant to different types of intended learning outcomes.
- Cooperating with internal units in the provision of orientation and induction programs for new Staff to ensure thorough understanding and support for quality assurance strategies.
- Assisting in the preparation of quality improvement plans and evaluation processes for administrative units within the College.

- Developing and recommending standard forms for use in the College for conducting surveys and reporting on quality indicators such as teaching evaluations, employer or graduate surveys, and program or subject specifications and reports.
- Providing technical support for calculations of validity and reliability of assessment tasks and evaluation surveys.
- Conducting surveys of graduates and other stakeholders.
- Maintaining contacts with stakeholders and seeking their opinions and advice on quality improvement strategies.
- Identify independent evaluators to assist quality assurance activities and advise on quality improvement.
- Providing reference material and disseminating information about developments in quality assurance and accreditation, and about good ideas at other institutions in the Kingdom of Saudi Arabia and in other countries that would assist Faculty and Staff throughout the institution in quality improvement.

03. *Coordinating College-wide strategies for quality assurance and improvement.*

- Developing a quality improvement plan for the College as a whole.
- Specifying key performance indicators for use across the College, leaving scope for individual units to define additional indicators relevant to their own activities.
- Maintaining files and records of plans, reports, statistical information, and other information for reference over time, and following up on plans for improvement to monitor implementation and evaluate success.
- Coordinating and leading the preparation and management of external institutional reviews, coordinating these with external program reviews.

04. *Reporting on developments in quality assurance for the College as a whole:*

- Preparing annual reports on quality assurance for senior administration and governing board drawing on key performance indicators and consolidated information from reports of internal units.

- Leading periodic institutional self-studies, coordinating these with the timing and conduct of program self-studies in a whole of institution process.

➤ **Strategic Planning Unit** *(related to Vice Dean):*

The unit aims at helping the College and University to achieve their mission and goals through the development, and oversight of implementation of the strategic and operational plans for the college; and to follow-up the annual implementation and overcome the obstacles. Roles and responsibilities include:

01. Prepare and develop of the College strategic projects and operational plans of action in coordination with the relevant unit in the University
02. Develop a full, detailed execution plan document
03. Ensure approval of the execution plan of the College by the University and making the required modifications
04. Coordinate between the different units of the College with regard to the execution of the strategic plan
05. Review, update and monitor the execution of the strategic plan of the College in the light of the strategic plan of the University
06. Respond to strategic planning transactions
07. Implement a feedback system to assure implementation of the approved plans
08. Provide timely performance appraisal reports to the Vice Dean which describes the progress of execution of the strategic plan
09. Raise awareness among the College staff about the importance of the strategic planning.

- use of different methods to promote strategic planning awareness of students and staff

➤ **Faculty Development Unit** *(related to Vice Dean):*

01. Promote evidence-based instructions methods in the college **through workshops, Faculty learning communities, and other** events.
02. Sustain and enhance Faculty growth and development and their integration into the campus community.

03. Foster cross-disciplinary collaboration; facilitate the sharing of resources, skills, and knowledge across disciplines and courses; and partner with other professional development units.
04. Strengthen the academic culture at QU college of medicine by raising awareness of current developments in the field of teaching and learning.
05. Encourage faculty members to advocate for and participate in teaching and learning initiatives at the University level.
06. Promote the participation of staff in the activities initiated by the “Academic Development Deanship”.

➤ **Statistics and Information Unit (related to Vice Dean):**

01. Collect, sort and analyze data from different sources that are related to the College program.
02. Collect, sort and analyze data related to students’ satisfaction with the courses and the program
03. Collect, sort and analyze data related to graduates’ satisfaction with the College program and internship training
04. Collect, sort and analyze data related to Faculty members information.
05. Participate with the Quality Assurance unit in the collection and analysis of data concerning the quality of academic programs.
06. Organize data and information in ways that facilitate the storage and access of information in time of need and to help informed decision making in the college
07. Develop the Key Performance Indicators and analyze their results on a yearly basis in coordination with Quality Assurance Unit
08. Develop the Benchmark Indicators and analyze their results on a yearly basis in coordination with the Quality Assurance Unit
09. Distribute and collect questionnaires for students, staff, interns and alumni and analyze their data
10. Provide the data necessary for the annual program report of the College
11. Prepare and calculate data and statistics needed by different units and committees of the College
12. Prepare and conduct research studies to respond to college problems and needs.

➤ **Policies and Procedures Unit** (*related to Vice Dean*):

01. Maintain and improve the “*Policies and Procedures Library*”, the QUCOM’s official repository of policy documents.
02. Manage requests for approval to modify or develop new policies or amend existing ones.
03. Develop drafting protocols and templates for QUCOM policy documents.
04. Provide training in policy drafting and development and the use of template documents.
05. Develop systematic processes for reviewing, publishing and improving policy documents.

➤ **Research Unit** (*related to Vice Dean*):

Research studies conducted by the Faculty members helps in developing health education programs, improving the quality and utilization of health services and in improving clinical and interpersonal skills of healthcare providers and the management skills of health administrators. The goals of the Research Unit are to build the research capacity of College Faculty and students and to develop new knowledge for cost-effective health interventions. The Unit facilitates scientific research in all disciplines and departments of the College; promotes evidence-based clinical practice; enhances the scientific basis for health services; fosters inter-disciplinary research within and outside the University; and helps in building linkages between medical practitioners, health administrators and researchers in the Qassim region. The Unit also provides inputs in ongoing teaching of the medical students to strengthen the research skills component of their training. Its functions include:

01. Supervision and follow up of the research work carried out by faculty members.
02. Contacts scientific departments and stimulates research carried out by the faculty members, and encourages coordination between their research projects.
03. Communication and coordination with other research centers inside and outside the university in everything that has to do with research conducted under the supervision of the Unit.

04. Preparation of the annual budget for the events project, in preparation for submission to the Council of the Research Center, and then submit it to the relevant authority (Scientific Research Deanship).
05. Preparation of the annual report on activities of the Unit and submit it to the relevant authorities (Scientific Research Deanship).

➤ **Assessment Unit** (*related to Vice Dean for Educational Affairs*)

The purpose of the unit is to review the assessment process of the College, monitor student achievement towards fulfillment of the program learning outcomes, and develop appropriate assessment policy to ensure fairness and validity of the assessment process. The Unit should tackle pitfalls in the process of student assessment and suggests appropriate solutions; this may include addition, deletion or modification of some assessment modalities. Its functions include:

1. Oversee the process of students' assessment throughout the entire program
2. Review student assessment throughout the undergraduate curriculum, using course and faculty feedback, student feedback, the graduation questionnaire and other methodologies as required
3. Review student assessment exams throughout the undergraduate curriculum to ensure their reliability and its consistency with the intended learning outcomes
4. Provide guidance and support on appropriate assessment methods for faculty using lectures, workshops, emails, announcements or any other suitable methods
5. Develop general policy concerning:
 - a. Reliability and validity of assessment methods
 - b. Overall conduct of assessment of student learning
 - c. Compliance with accepted guidelines
6. Enhance establishing of question bank for the whole college considering different courses and setting a policy for re-cycling of questions
7. Empower utilization of formative assessment throughout the program
8. Collect and analyze information of students' assessment throughout the program and provide these information to relevant administration for appropriate decision making

9. Suggest modifications on current assessment methods to respond to any actual or potential deviation from the intended purpose of the students' assessment

➤ **Students' Affairs Unit** (*related to Vice Dean for Educational Affairs*):

01. Assisting students and providing them with help and academic advice.
02. Acting as liaison between the College, its students and the Deanship of Admission and Registration:
 - a. Develop a registration plan at the beginning of each academic year and announcing it to students.
 - b. Tackle the registration problems faced by the students at the beginning of each year, coordinate registration credit hours to the benefit of the student according to the rules and regulations.
 - c. Receive reset exam requests; forward them to the Phase Coordinator, and follow-up.
 - d. Help students who are expected to graduate to register their final courses and forward certain cases to the Deanship of Admission and Registration for further actions.
03. Coordinating with Faculty members to organize and equip their classrooms and exam locations.
04. Oversee the classroom reservation process and requirements and making the necessary adjustments in this respect.

➤ **Internship Unit** (*related to Vice Dean for Clinical Affairs*)

- Supervision and follow up the performance of the interns.
- Discuss Interns' problems that may affect the levels of their training and finding solutions to those problems.
- Discuss the problems of interns reported from hospitals and take the appropriate actions
- Consideration of requests, concerned with the training process, submitted by interns.
- Coordination between the college and training hospitals.
- Organize the order of the Internship rotation every year.
- Evaluation of rotations effectiveness.

- Assess the quality of training in hospitals.
- Planning for innovations in the internship year.
- Inform the interns about all activities inside and outside the College.

➤ **Students' Clubs (related to Vice Dean for Educational Affairs):**

- 01.** Re-enforcing the skills of students, meeting their needs, polishing their abilities and organize their activities in various life skills.
- 02.** Prepare students to be a useful viable member for the society through cultural and social programs set up in the club.
- 03.** Help the student to organize his time to help in the development of his religious, national and cultural personality.
- 04.** Familiarize students to apply what they have learned in the classroom to real life through collaborative running programs for students.
- 05.** Provide opportunities to talented and students with social skills and help in their development and channel them in the right direction.
- 06.** Remove the feeling of isolation among the student through social programs and strengthening the relationship between students.
- 07.** Create a number of means for recreation and entertainment through which students can invest their time.
- 08.** Encourage the students to compete for prizes and awards.

➤ **Simulation Unit (related to Medical Education Department)**

The Unit seeks to create a library for virtual patients in the College taking into account the following:

- Define the appropriate criteria for the design of virtual patients' cases
- Use the special program to design virtual patients' cases.
- Study and propose the best way to use the virtual patients' cases in teaching and exams.
- Organize workshops to encourage Faculty members to participate in the design and development of appropriate virtual cases.
- Provide the suitable support for the design and the development of appropriate virtual cases.

- **E-Learning Unit** *(related to Medical Education Department)*:
 01. Increase student engagement in the learning process by encouraging interactivity, problem-based and self-directed learning,
 02. Support Staff in their effective utilization of new IT and e-learning techniques through training and advice.
 03. Help to insert E-learning materials into clearly defined areas of the curriculum by integrating them into curriculum objectives.
 04. Lectures library
 05. Scientific discussion form
 06. Educational announcement
 07. Continuous formative assessment role
 08. Create a managed learning environment, which provides access to learning resources for undergraduates and Staff both on and off campus.
 09. Establish a system that allow Staff, and students to provide feedback about all educational College activities,
 10. Develop a multimedia station where video recording and audio lectures as well as key events will be recorded, and distributed as video on demand to students, these recordings will be available to as streamed media in real time and on demand.
 11. Coordinate with other relevant units for use of computer-based services.

- **Learning Resources Unit** *(related Medical Education Department)*
 - Ensure update and relevance of textbook provided or suggested to students to intended learning outcomes.
 - Monitoring the efficacy of laboratory facilities and their relevancy to the college program.
 - Ensure the adequacy of lecture, PBL, laboratories and video conference rooms to achieve high quality educational performance.
 - Provide suitable places and materials for independent studying.
 - Supervise the maintenance processes of the college learning facilities.

- **Administrative Affairs Unit** *(related to the Director of the Administration)*:
 01. Organization of administrative work in the College.

02. Supervising the work of the administrative staff and technicians and their commitment to official working hours.
 03. Raising official forms of work engagement and vacation requests of the College Staff.
 04. Pursuing maintenance of the College buildings and preparation and equip of classrooms.
- **Administrative Communications Office** *(related to the Director of the Administration):*
01. Receipt of mails, transactions and circulars sent to the College and their recording and forwarding to the concerned departments of the College and its different units.
 02. Export transactions issued by the departments of the College and its different units towards concerned authorities outside the College.
 03. Respond to enquiries regarding the College transactions.
- **Warehouse Unit** *(related to the Director of the Administration):*
01. Organize the custody of the College and its Staff.
 02. Receipt and distribute equipment and furniture to the College units and Staff.
 03. Regulate transactions of custody recording for individuals as well as its delete.
 04. Adopt Staff clearance with respect to the College warehouse.
 05. Coordinate with the Central University warehouses all matters related.
- **Support Services Unit** *(related to the Director of the Administration):*
01. Termination of special transactions in the main University departments and various governmental agencies like passports, traffic and others.
 02. Transportation to and from the College.
- **Purchasing Unit** *(related to the Director of the Administration):*
- Follow-up requests of departments/units and address companies and institutions to provide their offers.
 - Complete all transactions for processing and furnishing orders of the College and submit them to the Dean of the College.

- Follow-up payment of the bills and the compensation for disbursement from the cash advance and ensure the continued existence of the amounts required to secure the purchasing of necessary and urgent supplies.

SECTION 4: GOVERNANCE

- ❖ While recognizing the unique characteristics and special goals/objectives of each unit, it is clear that all units essentially are service providers. In view of this, unit heads are charged with providing creative leadership for their units and with collegial collaboration with other units and departments in the College. This entails providing services to the College's staff, students, and graduates as well as engaging the community beyond the walls of the University in areas that directly affect the unit's particular mission.
- ❖ Job Description

JOB TITLE	HEAD OF A COLLEGE UNIT
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Appointment By the Dean.

TO One-year renewable term.

Reporting to The related authority, at the end of each academic year, on all activities of the unit based on the organization chart of the College

Statement of Primary Responsibilities:

The unit head plays a critical role in the design and provision of units' services. He is ultimately responsible and accountable for the performance of the unit. This entails planning systems and procedures for operating efficiency, running the unit on a day-to-day basis, assuring provision, evaluating and monitoring of quality services, and mentoring and training the Staff for optimum performance to accomplish maximum unit productivity and quality goals.

Power and Tasks

- Apply strategic planning to determine unit objectives.
- Participates in the formulation of unit policies and practices.
- Plan and implement procedures and systems to maximize operating efficiency.
- Establish and maintain quality control measures.
- Recommends hiring qualified Staff.
- Monitor Staff performance including performance reviews.
- Determines Staffing requirements to accomplish unit' objectives.

- Encourages Staff to attend training courses and workshops to maximize potential.
- Evaluate current processes and systems.
- Facilitate the preparation and analysis of performance reports.
- Review performance data to monitor and measure productivity, goal progress and activity levels.
- Delegate work duties to Staff to attain objectives.
- Monitor and assist Staff with work progress.
- Allocate use of available resources.

ARTICLE VIII

ADVISORY BOARDS

SECTION 1: THE COLLEGE ADVISORY BOARD

Mission

To provide critical and supportive advice to help ensure excellence and continuous improvement in the College's educational program and to assist the College in achieving, maintaining and enhancing its position as a leader in medical education in the Kingdom of Saudi Arabia.

Organization

I. Membership

- The Board has the following composition:
 01. Dean of the College.
 02. Vice Dean.
 03. An Expert in medical education.
 04. An expert in scientific research.
 05. Dean of another College of medicine.
 06. Dean of a health-related College of QU.
 07. Two members from the Ministry of Health Sector/private health sector.
 08. A representative of the community.
 09. Two Faculty members from QUCOM.
 10. Two College graduates.
- **TO:** Membership of the board is for a maximum of two years, renewable once only.

II. Structure

01. The Dean of the College serves as Chair of the Board. The Vice Dean serves as the secretary.
02. Each member of the advisory boards maintains integrity, and abide by the norms followed in the University academic environments.

Objectives

01. Provides advice for achieving the College's mission and goals.
02. Submits proposals that serves enhancing the future of the College.
03. Recommends policies on subjects of concern to the College.
04. Provides advice about strengthening the role of the College in community service.
05. Provides ways and advice to deepen the communication and partnership between the College, other healthcare institutions, the local community and the world.
06. Suggests to the development of programs and curricula according to the requirements of the labor market.
07. Give recommendations to enhance the implementation of the Strategic Plan of the College .
08. Contributes to the development of a mechanism to coordinate the establishment of joint ventures between the College and sectors of society in order to find solutions to the problems of society.
09. Proposes methods to provide sources of funding for the College's community development projects.

Meeting

- The Board meets at the invitation of Chair at least once a year.
- The meetings may be held inside or outside the College.
- The Dean may invite non-voting persons to attend the meetings and participate in discussion without voting privilege.
- The secretary of the board set up meeting schedules, invitations and meeting agendas,
- Minutes of the meetings, and the recommendations must be documented.
- The secretary send a copy of the meeting minutes with the recommendation and plans of action to the concerned, and monitor and follow up the implementation.
- The secretary prepares end-of- academic year report and submit it the University Director.

SECTION 2: THE STUDENTS ADVISORY BOARD (SAB)

Mission

Maintain a constant and effective communication between the College and its students to generate value-adding contributions in advancing the College's mission.

Organization

I. Membership

- The College has two students' advisory boards, one for male and the other for female students. Each has the following composition:
 01. The Dean of the College.
 02. The Vice Dean of Educational affairs.
 03. 10 to 15 elected College students.
 04. Two outstanding students in extracurricular activities are, as recommended by the Deanship of Student Affairs, in coordination with the Dean of the College.
 05. A Faculty member may be added to the board, upon recommendation from the SAB.
- **ToO:** Membership of the board is for a maximum of two years, renewable once only.

II. Structure

01. The Dean of the College shall serve as Chair of the Board. The Dean may delegate the Vice Dean for female section to represent him in chairing the board in the female students' board.
02. Each SAB in the male/female sections elects a secretary for its board, who may be a student.

Authority

01. The Students Advisory Boards are the legitimate channels that convey all student needs at the University.
02. The Boards may address the University departments or any entity, where related.
03. The Boards notify the Dean for any impediments in the implementation of the recommendations of the boards in the interest of the students.
04. The Boards notify the secretariat of the Higher Student Advisory Board (at the University level) for any issue or project that should be discussed in the higher board meeting.

05. The Boards identify the tools, channels, and methods that help students convey their suggestions at Qassim University such as websites, the secretarial, the secretariats of the boards, the boxes prepared for that purpose, social networking sites (Face book, Twitter), and others.

Objectives

01. Establishing a constructive interaction between the College administration and the students to help improve the functioning of the academic, educational and service processes in the College.
02. Fostering the principle of the sense of responsibility, and maintaining trust towards the College and its employees.
03. Providing advice to the Dean of the College in all that serve the interests of the students in the College.
04. Broaden the base for student participation in the academic environment and in the students' affairs.
05. Reinforcing the principle of dialogue, promoting the concept of transparency, and activating the channels of communication between all work units at the College.
06. Respect the students' ideas and projects, which aim at promoting the educational processes and service facilities and developing the academic environment in the University.
07. Clarify the image for some actions and decisions for students who may not realize their justification and significance.

Meeting

- Advisory boards hold their meetings twice per year minimum. It is recommended that the advisory boards hold their meetings during the first month and the last month of each year. Meeting sessions can be postponed or expedited as needed, or by a request from the majority of the board members.
- The secretariat of the boards set up meeting schedules and agendas. Only topics of general interest to student affairs are considered.
- The Chair of each advisory board shall approve what is agreed upon in the meeting; then, all that needs to be approved by the Rector should be submitted to the secretariat of the Higher Student Board

- Minutes of the meeting sessions, and the recommendations should be documented.
- The secretariat of the board must send a copy of the meeting minutes and recommendation to the concerned authorities, and monitor and follow up the implementation of recommendations.
- The secretariat of the advisory board prepares end-of-year report at the end of each academic year and submit it to the secretariat of the Higher Student Advisory Board.

ARTICLE IX

COMMITTEES

SECTION 1: PURPOSE

Committees are work units of the organization, and make full use of the time, expertise and commitment of its members to address issues and achieve goals. The objective of the committee is to focus efforts and break the work at hand into meaningful and controllable tasks.

SECTION 2: CREATION/DISSOLUTION OF COMMITTEES

Any proposal for the creation/dissolution of a committee (Standing/Ad hoc); suggested by the College Council, Dean, Vice Dean, Department Council, or Head of a department/unit; shall be submitted to the Vice Dean for Quality and Development for revision, before being discussed carefully by the College Council for approval and final adoption by the Dean. Procedures shall be clarified, illustrated and documented in the Policies and Procedures Library of the College. The ToR document shall describe in details the type, purpose/functions, membership and authority of the committee (*“APPENDIX 4”*).

SECTION 3: QUCOM COMMITTEES

- ***Standing Committees:*** which may be high authority (related to the Dean or one of the Vice Deans), or executive. High authority standing committees include:

<u>Committee</u>	<u>Report to</u>
Curriculum	Dean
Phase II Academic Coordination	Vice Dean for Educational Affairs
Phase III Academic Coordination	Vice Dean for Educational Affairs
Academic Supervision	Vice Dean for Educational Affairs
Students Appeal	Vice Dean for Educational Affairs
Laboratory Safety	Vice Dean for Clinical Services

- ***Ad hoc Committees:*** Special committees may be suggested to consider matters not within the jurisdiction of any standing committee or which cannot be accomplished in timely fashion as part of the regular business of another committee. Procedures mentioned in ‘**SECTION 2**’ shall be followed.

SECTION 4: GENERAL RULES

The following general rules will apply to all Standing Committees of Council:

➤ **Membership:**

Members and Chair are recommended by the proposal applicant for approval by the College Council.

➤ **ToO:**

Unless otherwise specified, membership on a standing committee shall normally be for a two- or three-year term for Faculty members, and a one or two year term for students. Faculty and student members may be reappointed.

➤ **Quorum:**

A meeting cannot come to order unless at least two-thirds of the members are present.

➤ **Voting:**

Unless otherwise specified, resolutions adopted by an absolute majority vote of members present, and in case of a tie, the side of the Chairman prevail.

➤ **Meetings:**

- Unless otherwise specified, meetings shall be held as often as required at the call of the Chair of the committee, to conduct the business of the committee during each academic year.
- At the discretion and call of the Chair, urgent issues arising between committee meetings may be decided by alternative means (such as a conference call or electronic ballot), subject to the participation of a quorum of members in any motions or decisions arising there from.
- Minutes of all meetings shall be recorded and submitted to the related Authority after adoption by the Committee Chair. The minutes shall be available to all committee members.
- All of the standing committees must report to the related authority at least once per year summarizing the activities and objectives achieved.
- Any information deemed to be confidential in nature (i.e. individual health or personal issues) shall be handled and stored in a secure manner at the related authority office.

- Confidential information recorded during meetings shall be kept in the related authority office files and location of this information referenced in the minutes.

SECTION 5: PURPOSE/OBJECTIVES OF HIGH AUTHORITY STANDING COMMITTEES

☞ Curriculum Committee (related to the Dean)

The Curriculum Committee will provide an interdisciplinary forum for oversight of the curriculum, functioning primarily as an advisory, deliberative and, most importantly, legislative body. The committee is a steering committee responsible for the policy-making, overall design, management, and evaluation of the curriculum to achieve the college goals and objectives and to advise the Dean/College Council on changes in the curriculum.

☞ Phase II Academic Coordination Committee (related to Vice Dean for Academic Affair)

The committee oversees the process of learning throughout the preclinical phase (first to third years) and develops the appropriate strategies for monitoring, supporting and improving all educational activities through the first to third years.

☞ Phase III Academic Coordination Committee (related to Vice Dean for Academic Affair)

The committee oversees the process of learning and develops the appropriate strategies for monitoring, supporting and improving all educational activities throughout the clinical phase (fourth and fifth years).

☞ Academic Supervision Committee (related to Vice Dean for Academic Affair)

The committee is responsible for planning, coordination, and supervision of the implementation of the academic support and guidance process in the college. The goal is to help students utilize their own abilities and develop their skills, and to encourage them for excellence and academic innovation.

☞ Students Appeal Committee (related to Vice Dean for Academic Affair)

The goal of QUCOM Students Appeals Committee is to hear and determine on appeals submitted by students against decisions of the College on academic matters. It aims at:

- A. Ensuring fairness of academic decisions taken against college students making sure that the students are able to present all information pertaining to an academic case and that proper protocols have been followed when an academic decision is taken against them
- B. Ensuring that any student academic appeal has established grounds for appeal according to QUCOM and QU regulations
- C. Reviewing the appeal letter and gather further evidence at appeal committee hearings and to decide, on the basis of that information, whether an appeal should be upheld or rejected.
- D. Deciding upon all appeals submitted by QUCOM students on academic matters in connection with any academic issue

☞ ***Laboratory Safety Committee (related to Vice Dean for Clinical Services)***

The committee functions as a link between the Administration and the users of Biosafety material. It is responsible for implementing and supervision of biosafety measures.

APPENDICES AND REFERENCES

- ✓ **“APPENDIX 1”**: Qassim University Faculty and Staff Handbook.
- ✓ **“APPENDIX 2”**: Qassim University Student Handbook.
- ✓ **“APPENDIX 3”**: The Statute of the *Council of Higher Education and Universities*.
- ✓ **“APPENDIX 4”**: The ToR template for QUCOM committees.