جامعة نجران
NAJRAN UNIVERSITY

وكالة الجامعة للتطوير والجودة

عمادة التطوير والجودة

Najran University
The Annual Report
about Closing the Quality Loop

1438-1439H

Introduction

The more the University- institution- could define and correct incompatibility with quality specifications according to the target performance levels, the less the negative effect of non-conformity becomes. The significant breakthroughs in the software of quality management and performance follow-up, as well as other techniques largely help the institutions achieve good levels of progress in performance, goal achievement, and mission. The idea has actually developed to a desire to achieve new levels and making them more implementable.

Specifically, while continuing to crystallize what have been mentioned, development processes are conducted to improve performance, ensuring closed- quality loop. Consequently, up and down improvement and performance evaluation processes shall be went through- from processes to inputs, from outputs to processes, and from outputs to inputs. Additionally, main data systems secure developing processes of closed-loop quality or feedback system between in-system vital processes or functioning aspects of the institution.

These processes of closed-loop quality facilitate the previous improvements in performance progress, enabling correcting and preventing the problems related to quality. They also reduce costs.

I. Najran University from (CAPD) to closing the quality loop (Processes- Inputs), (Outputs- Processes), (Outputs- Inputs) (PI)/ (OP)/ (OI)

Each university almost has some corrective and preventive action (CAPD) for non-conformity, as well as an audit process for quality assurance, aiming to fulfill quality specifications or the requirements of training and career development. Unfortunately, not many higher education institutions define all the aspects of non-conformity in the specification into a central system. In many cases, quality assurance team resorts to the traditional quality loop (CAPA), where it corrects the errors highlighted by the reports or conducts verification and audit to discover later that the quality loop (CAPD) contains errors. Consequently, it applies the various improvement plans to the system in order to eliminate the main cause of the problem or to conform what the reports showed as non-conformity.

1. What is the closed-loop quality management?

Closed-loop quality management primarily means to link quality or performance data from one area to another in the quality system. It always aims to improve the quality and performance of a previous period or a target to measure the achievement of the institution's mission. It may be within the same area, i.e. within inputs area for example, or between two areas in the quality-loop, e.g. outputs-processes and outputs- inputs.

2. Najran University system in developing closing the quality loop from (CAPD) to closing the quality loop in the various areas (O/ P/ I) and the various environments (PI) / (OP) / (OI).

In the past, developing such feedback systems depended on the financial or human resources, and it often required appropriate periods. Currently, many problems that surrounded the quality management of the closed-loop emerge from the relatively recent technological developments that enabled higher education institutions from moving the quality vision beyond the four pillars of (CAPD) at the university via the continuous flow of data and information to the various environments. (Figures 1 & 2)
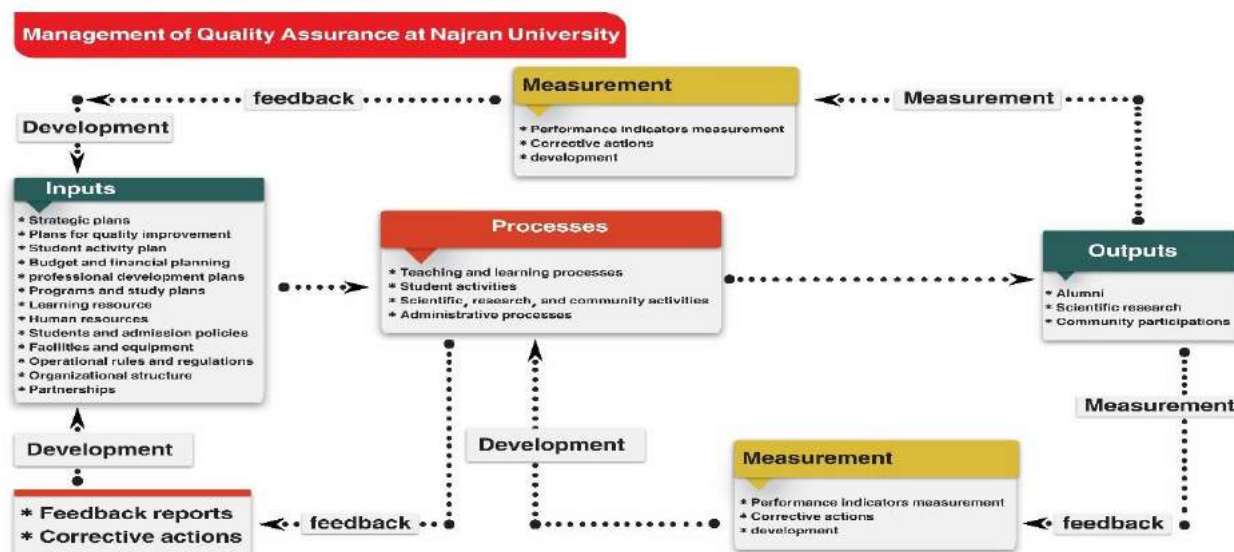

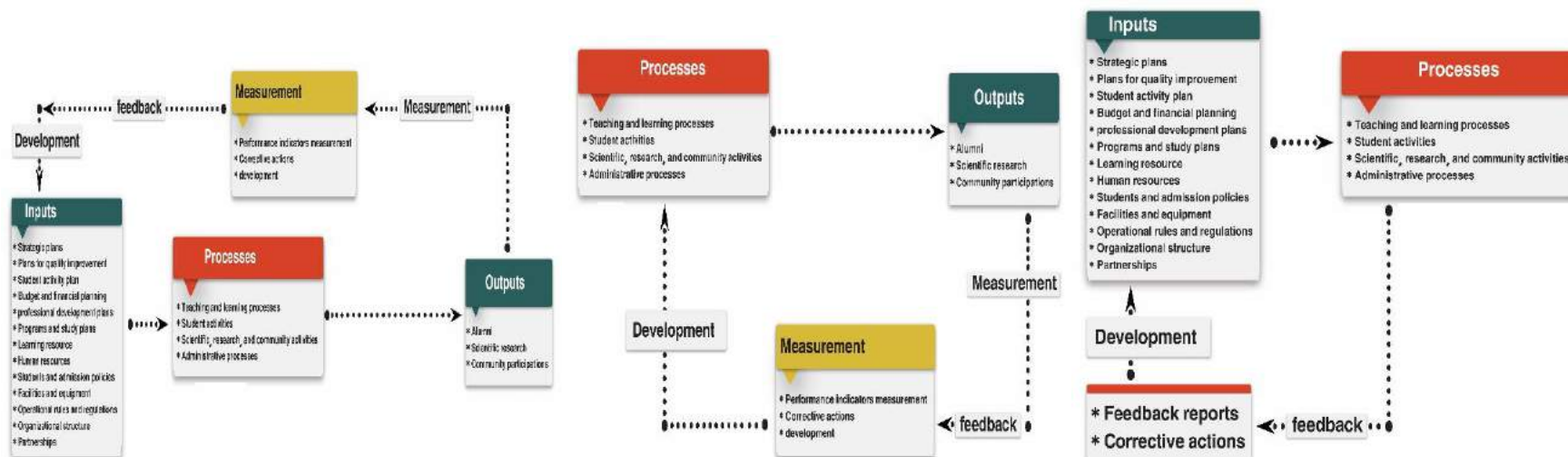Fig. (1) Management of Quality Assurance at Najran University

Fig. (2-a) processes- inputs loop   **Fig. (2-b) outputs- processes loop**   **Fig. (2-c) outputs- inputs loop**

3. Closed-loop quality (PI) / (OP) / (OI):

In which performance is measured via feedback reports from processes to inputs and the performance progress is measured and verified. Additionally, all the weaknesses highlighted in the reports and performance indicators are defined and studied, corrective actions are taken, and verification of closing the quality loop is measured. The corrective actions, closing the quality loop, and measuring closing are summarized in the following steps:

1. Identifying shortcomings in each loop.
2. Setting the appropriate actions through the collaboration of area managers and quality assurance team.
3. Sending the corrective actions to the various areas in the quality loop.
4. Verifying the achievement of the corrective actions.
5. Reviewing progress in the performance indicators, in which the progress in closing the quality loop are divided into the following verification levels.

- Level one (Green) In this level, a complete close of the quality loop (100%) is conducted whether within the environment or on the level of weaknesses highlighted by the feedback reports or performance indicators. It should be noted that achieving this level in the educational institutions is a magnificent goal, but it is almost imaginary at the complete level of the loop, but it can be achieved with acceptable/ reasonable proportions at the level of the problems or weaknesses that emerged.
- Level two (yellow) In this level, the loop is closed according to the target performance indicator that is almost less than (100%) (i.e. 75%-100%). It has adequate annual progress levels set by the university based on its resources, potentials, and priorities.
- Level three (orange) In this level, the quality loop is gradually closed with a level lower than the target, but it shows progress in performance than the previous evaluation in the time series due to the shortage of the processes of quality assurance, limited financial and human resources, or declining priority in the institution.
- Level four (red) The quality loop is not closed due to failure in implementing the corrective actions, non-conformity, or shortage in the processes of improvement follow-up. However, the financial and human resources or shortfall of career development may be the primary source totally or partially.
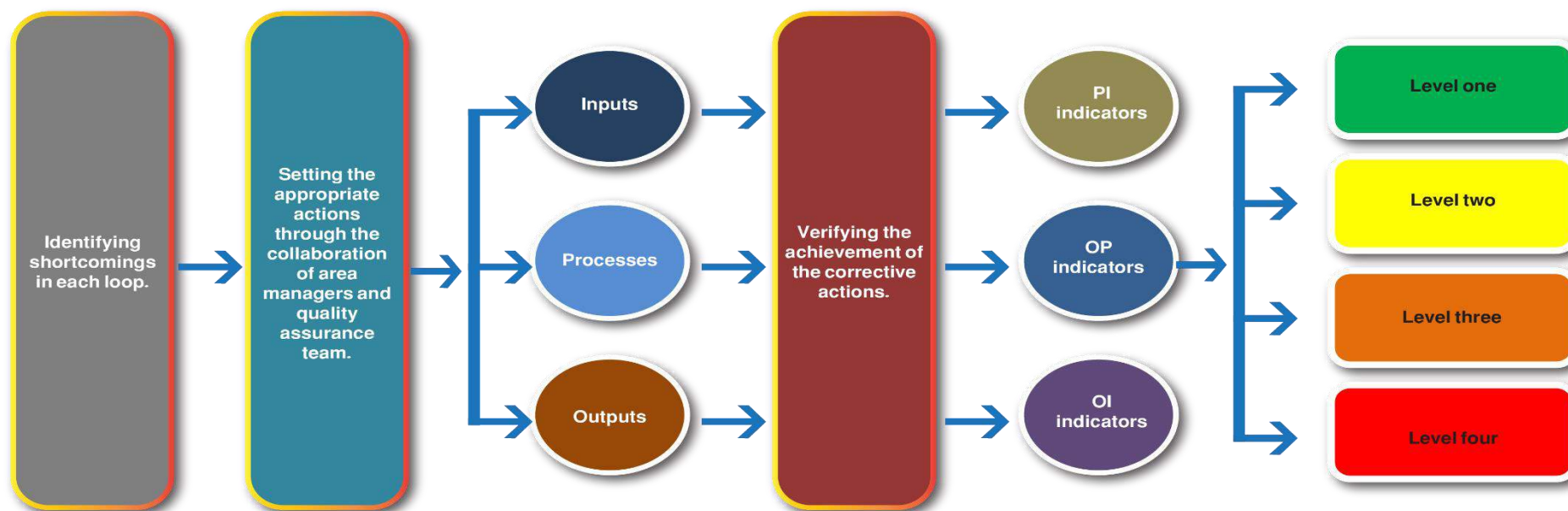

Fig. (3) Procedures for the quality assurance of the closed loops (OI)/ (OP)/ (PI)

The stages of closing the quality loop at Najran University are conducted according to six domains, as follows:

I.   Template (1): Inventory of the problems in (processes- inputs) loop

Table (1) and figure (3) show the distribution of problems in (processes- inputs) loop according to the main processes at Najran University. Based on their analysis, the following results are obtained:

- The high number of problems in teaching and learning process, reaching (25) problems; (17) major problems rating (43.6%) in all processes and (8) problems overlapped with other processes rating (26.6%) of the problems overlapped with the four processes.

Table (1): Distribution of the problems of (processes- inputs) loop according to the main processes area at Najran University

Process	No. of major problems	No. of problems overlapped with other processes	Total
Teaching and Learning	17	8	25
Student Activities	5	7	12
Scientific, research, and community activities	11	9	20
Administrative processes	6	6	12
Total	39	30	69

The scientific, research, and community activities were ranked second with (20) problems, of which (11) are major problems rating (28.2%) and problems overlapped with other processes rating (30%).
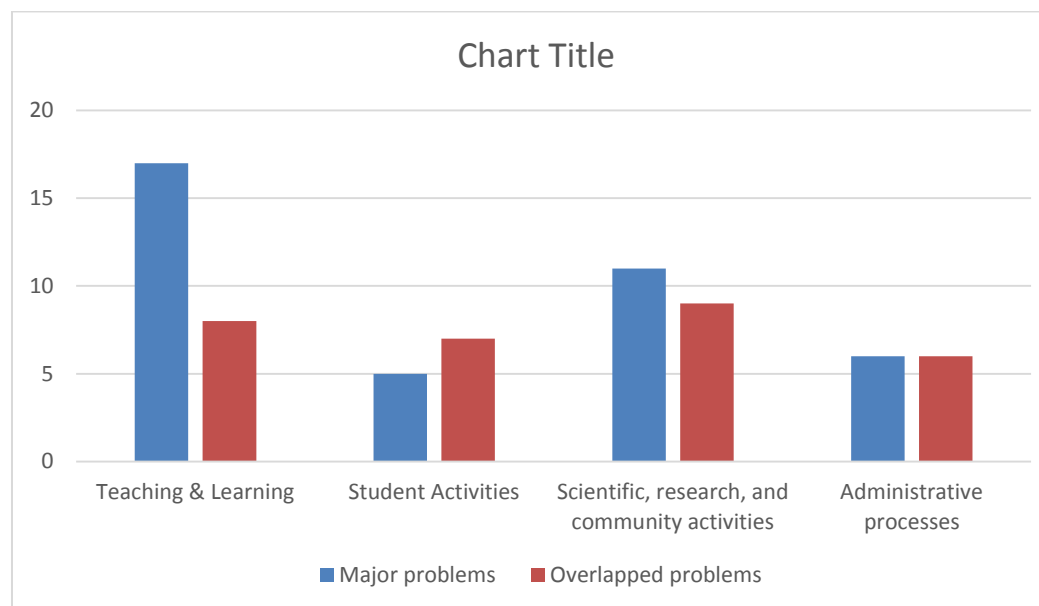
Chart Title

Table (3): Distribution of the problems of (processes- inputs) loop according to the main processes at Najran University

- The numbers of problems in student activities and administrative processes were equaled with (12) problems each with different distribution. While their major problems rated (12.8%) and (15.4%), respectively, their overlapped problems rated (23.3%) and (20%), respectively.

Based on template (1), we will discuss all the problems of (inputs and processes) loop at Najran University

Template (1): Distribution of the problems in (processes- inputs) loop at Najran University and sending them (to inputs area)

Processes	(Problems) Weaknesses in the follow-up reports and performance indicators		Inputs		
Teaching and Learning	1. Low rates of student progress from one level to another	➲	Operational rules and regulations	Plans for quality improvement	Plans for career development
	2. Low rate of achieving some learning outcomes in the university programs	➲	Operational rules and regulations	Plans for quality improvement	Plans for career development
	3. Decline in the proportion of faculty members with Ph.D. Than the target	➲	Human resources		
	4. Decline of the female section's satisfaction with career development activities	➲	Plans for career development		
	5. Reports show the low-level of the supervisors of development and quality units in fulfilling their roles due to the processes of Saudization and national replacement	➲	Teaching and Learning	Plans for career development	
	6. Insufficient student awareness in the code of conduct for using the computer	➲	Operational rules and regulations		
	7. Program feedback shows that there is a shortage of the improvement plans according to the external benchmarking.	➲	Plans for quality improvement	Partnerships	
	8. The target faculty job satisfaction has not been achieved despite continuous progress.	➲	Operational rules and regulations		
	9. Deficiency in some English language skills for the students of some programs	➲	Programs and study plans		
	10. Shortage in psychosocial counselling services	➲	Facilities and equipment	Student activity plan	Operational rules and regulations
			Plans for career development		
	11. Lack of the signboards at the colleges and the university city	➲	Facilities and equipment		
	12. Lack of faculty awareness of the related rules and regulations.	➲	Operational rules and regulations	Plans for career development	

Processes	(Problems) Weaknesses in the follow-up reports and performance indicators		Inputs		
	13. Low student satisfaction with academic advising despite the significant progress in performance improvement that has not achieved the target.	⮌	Facilities and equipment	Plans for career development	
	14. Traditional reviews of the plans for quality and continuous improvement causing loss of time, money, and coordination efforts.	⮌	Facilities and equipment	Plans for quality improvement	
	15. Review reports by the Deanship of Development and Quality suggest that there are some problems in the specifications of programs and courses, e.g. Formulating learning outcomes, objectives, and performance indicators.	⮌	Plans for career development	Plans for quality improvement	
	16. Low student satisfaction with learning resources.	⮌	Learning resources	Budget and financial planning.	Facilities and equipment
	17. Low faculty satisfaction with learning resources.	⮌	Learning resources	Budget and financial planning.	Facilities and equipment

Processes	(Problems) Weaknesses in the follow-up reports and performance indicators	Inputs		
Student Activities	1. Low student satisfaction with student activities ⮌	Strategic plans	Budget and financial planning.	Plans for career development
		Human resources	Facilities and equipment	Human resources
	2. Low expenditure on activities and student activities. ⮌	Budget and financial planning.		
	3. Low student satisfaction with university housing services despite their improvement. ⮌	Budget and financial planning	Plans for quality improvement	
	4. A gap in some performance indicators between the female and male sections ⮌	Organizational Structure	Human resources	Budget and financial planning
		Plans for career development		
	5. Lack of the signboards at the colleges and the university city ⮌	Facilities and equipment	Budget and financial planning	

Processes	(Problems) Weaknesses in the follow-up reports and performance indicators		Inputs		
Scientific, research, and community activities	1. Poor funding allocated for the strategic plan projects	↻	Budget and financial planning	Partnerships	
	2. A gap in some performance indicators between the female and male sections	↻	Plans for career development	Organizational Structure	
	3. Low faculty participation to research production	↻	Plans for career development	Operational rules and regulations	Budget and financial planning
	4. Low expenditure on scientific research	↻	Budget and financial planning	Partnerships	
	5. Lack of the technical and administrative staff for the research centers	↻	Human resources		
	6. Decline in the joint and extrabudgetary research projects	↻	Partnerships		
	7. Lack of the signboards at the colleges and the university city	↻	Facilities and equipment		
	8. Lack of faculty awareness of the related rules and regulations	↻	Operational rules and regulations	Plans for quality improvement	Plans for career development
	9. The target faculty job satisfaction has not been achieved despite continuous progress.	↻	Operational rules and regulations / Learning resources	Plans for career development	Facilities and equipment
	10. Decline in the areas of cooperation with the industrial sector in the field of scientific research	↻	Partnerships	Budget and financial planning	Human resources
	11. Lack of an entity for marketing scientific research	↻	Organizational Structure	Human resources	

Processes	(Problems) Weaknesses in the follow-up reports and performance indicators	Inputs		
Administrative processes	Although there is shortage, a great effort is exerted to get the data and information from sources.	Facilities and equipment	Budget and financial planning	Human resources
	The target faculty job satisfaction has not been achieved despite continuous progress.	Operational rules and regulations	Plans for career development	Facilities and equipment
	Allocating a section for reference materials to be booked and required a lot, especially for university courses at the Deanship of Library Affairs.	Organizational Structure	Human resources	
	Lack of the signboards at the colleges and the university city	Facilities and equipment		
	Lack of faculty awareness of the related rules and regulations	Operational rules and regulations	Plans for quality improvement	Plans for career development
	Decline in the administrative board satisfaction with career development activities	Plans for career development		

II. Template (2): Listing the problems in (outputs- processes) loop and sending them to (processes) area

Outputs	(Problems) weaknesses in the follow-up reports and performance indicators	Processes		
Alumni	Low rates of graduation and completion	Teaching and learning processes		
	Low rates of student progress from one level to another	Teaching and learning processes		
	Low employment rates in some programs	Teaching and learning processes	Administrative processes	
		Scientific, research, and community activities		
	Shortcomings in the provision of post-graduation services for the alumni.	Administrative processes		
Scientific research	Decline in the number of the scientific research than the target			
	Decline in the joint and extrabudgetary research projects	Scientific, research, and community activities		
	No financial returns from scientific research to contribute to the university budget	Scientific, research, and community activities		
	Decline in the protocols for the international cooperation in scientific research	Scientific, research, and community activities		
Community participations	Decline in the number of community contributions than the target despite being higher than the external benchmark	Scientific, research, and community activities		
	Decline in the number of partnerships in community service	Scientific, research, and community activities		
	Despite the improvement of public relations' performance, there is a shortage in public relations' services and community service.	Administrative processes		
Alumni	Low rates of graduation and completion	Operational rules and regulations		
	Low rates of student progress from one level to another	Operational rules and regulations		
	Low employment rates in some programs	Facilities and equipment		
	Shortcomings in the provision of post-graduation services for the alumni.	Strategic plans	Facilities and equipment	
		Administrative processes	Human resources	
Scientific research	Decline in the number of the scientific research than the target	Facilities and equipment	Budget and financial planning	
	Decline in the joint and extrabudgetary research projects	Partnerships	Plans for career development	
	No financial returns from scientific research to contribute to the university budget	Strategic plans		
	Decline in the protocols for the international cooperation in scientific research	Partnerships		
Community participations	Decline in the number of community contributions than the target despite being higher than the external benchmark	Administrative processes	Operational rules and regulations	
	Decline in the number of partnerships in community service	Partnerships		
	Despite the improvement of public relations' performance, there is a shortage in public relations' services and community service.	Strategic plans	Human resources	Facilities and equipment

III.   Template (3): Listing the corrective actions to closing the quality loop (processes- inputs) (PI)

Some problems appeared in closing the quality loop (PI) at Najran University that can be listed in table (2) and figure (4), as follows:

Table (3): Distribution of the problems according to the key inputs

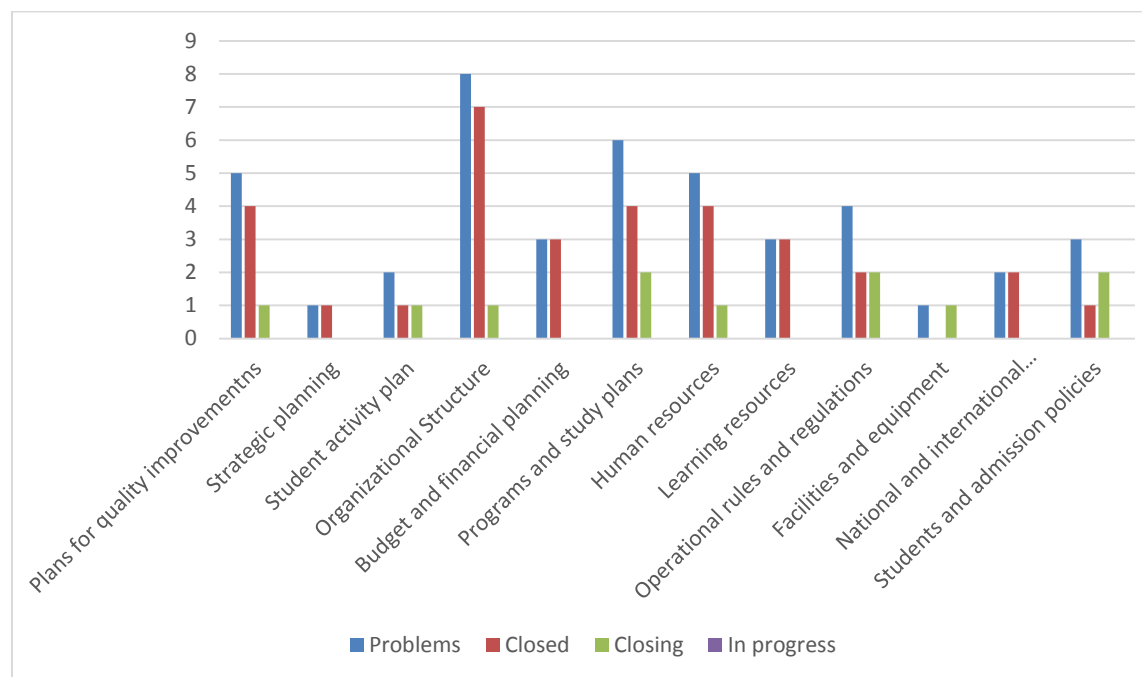| Inputs	No. of problems	Closing the quality loop		
		Closed	Closing	In progress
Plans for quality improvement	5	4	1	0
Strategic planning	1	1	0	0
Student activity plan	2	1	1	0
Organizational Structure	8	7	1	0
Budget and financial planning	3	3	0	0
Programs and study plans	6	4	2	0
Human resources	5	4	1	0
Learning resources	3	3	0	0
Operational rules and regulations	4	2	2	0
Facilities and equipment	1	0	1	0
National and international partnerships	2	2	0	0
Students and admission policies	3	1	2	0
Total	43	32	11	0

Figure (4): Distribution of the problems according to the key inputs

- The problems of the key inputs at Najran University numbered (43), in (32) of which rating (74.4%) the quality loop was closed, while the quality loop in (11) of them rating (25.6%) is being closed. It shall be noted that there are no problems in progress.
- The problems of the organizational structure achieved (8) rating (18.6%). While the problems of programs and study plans were ranked second with (14%), the plans for quality improvement and human resources were ranked third with (11.6%) for each, and facilities and equipment were ranked last with one problem only rating (2.3%).
- The problems of the closed- quality loops in the organizational structure increased achieving (7) problems rating (21.8%). They were followed by plans for quality improvement, programs and study plans, and human resources rating (12.5%) for each. Facilities and equipment were ranked last as the quality loop is being closed.
- The problems that are being closed rated (25.6%). The inputs of programs and study plans and operational rules and regulations achieved (18.2%) for each. Having no in-progress problems suggests that the University is implementing most of the corrective actions taken to avoid such problems.

The problems in closing the quality loop (PI) at Najran University according to the key inputs can be listed, as follows:

Template (3): Listing the problems of closing the quality loop (PI) and sending them to the achievement level according to the corrective actions.

Inputs	(Problems) weaknesses in the follow-up reports and performance indicators	Closing the quality loop		
		Closed	Closing	In progress
Plans for quality improvement	1. Traditional reviews of the inputs of improvement plans, causing loss of time, money, coordination efforts, as well as shortage in the follow-up efforts.	✓		
	2. Decline in the employees' satisfaction with quality to a degree less than the target.		✓	
	3. Review reports by the Deanship of Development and Quality suggest that there are some problems in the specifications of programs and courses, e.g. Formulating learning outcomes, objectives, and performance indicators.	✓		
	4. Program feedback shows that there is a shortage of the improvement plans according to the external benchmarking.	✓		
	5. Reports show the poor performance of the supervisors of development and quality units in fulfilling their roles due to the processes of Saudization and national replacement	✓		
Strategic planning	1. Poor funding allocated for the university strategic plan projects	✓		
Student activity plan	1. Low student satisfaction with student activities		✓	
	2. Shortage in psychosocial counselling services	✓		
Organizational Structure	1. A gap in some performance indicators between the female and male sections	✓		
	2. Reports show that there is a confusion in the reference materials to be booked, especially for university courses at the Deanship of Library Affairs.		✓	
	3. Enhancing the mental image of the university	✓		
	4. Decline in the number of developmental initiatives and suggestions.	✓		
	5. Confusion in communication among the personnel of the services of academic advising and student support	✓		
	6. Lack of an entity for marketing scientific research	✓		
	7. Lack of faculty awareness of the related rules and regulations	✓		

Inputs	(Problems) weaknesses in the follow-up reports and performance indicators	Closing the quality loop		
		Closed	Closing	In progress
	8. Forming a higher committee to improve the job satisfaction of the faculty and the personnel	✓		
Budget and financial planning	1. Poor funding allocated for the university strategic plan projects	✓		
	2. Low expenditure on scientific research	✓		
	3. Poor funding	✓		
Programs and study plans	1. Low rates of student progress from one level to another	✓		
	2. Low rate of achieving some learning outcomes in the university programs		✓	
	3. Low student satisfaction with academic advising despite the significant progress in performance improvement that has not achieved the target.		✓	
	4. Deficiency in some English language skills for the students of some programs	✓		
	5. Review reports by the Deanship of Development and Quality suggest that there are some problems in the specifications of programs and courses, e.g. Formulating learning outcomes, objectives, and performance indicators.	✓		
	6. The programs did not achieve the target of measuring the learning outcomes.	✓		
Human resources	1. The target faculty job satisfaction has not been achieved despite continuous progress.	✓		
	2. Decline in the proportion of faculty members with Ph.D. Than the target	✓		
	3. Decline of the female section's satisfaction with career development activities	✓		
	4. Decline in the administrative board satisfaction with career development activities	✓		
	5. Lack of the technical and administrative staff for the research centers		✓	
Learning resources	1. Low faculty satisfaction with library services and learning resources	✓		
	2. Low male student satisfaction with library services and learning resources	✓		
	3. Low female student satisfaction with library services and learning resources	✓		
Operational rules and	1. Insufficient student awareness of the code of conduct for using the computer		✓	
	2. Lack of the signboards at the colleges and the university city		✓	

Inputs	(Problems) weaknesses in the follow-up reports and performance indicators		Closing the quality loop		
			Closed	Closing	In progress
regulations	3. Lack of faculty awareness of the related rules and regulations		✓		
	4. Shortage in some performance indicators regarding teaching and learning, development and quality, scientific research, and community service		✓		
Facilities and equipment	1. Lack of the satisfaction of the university employees with facilities and equipment	➲		✓	
National and international partnerships	1. Decline in the areas of cooperation with the industrial sector in the field of scientific research	➲	✓		
	2. Decline in the joint and extrabudgetary research projects		✓		
Students and admission policies	1. Low rates of student progress from one level to another	➲		✓	
	2. Low student satisfaction with academic advising despite the significant progress in performance improvement that has not achieved the target.			✓	
	3. Deficiency in some English language skills for the students of some programs		✓		

The university took many corrective actions to overcome the problems illustrated in table (3).

Table (3): Distribution of the problems according to the key inputs and the corrective actions taken by the University

Inputs	Problems (processes- inputs)	Corrective actions taken by the University	Status of implementation
Plans for quality improvement	Traditional reviews of the inputs of improvement plans, causing loss of time, money, coordination efforts, as well as shortage in the follow-up efforts	Automation of quality assurance management to evaluate quality assurance and continuous improvement plans across all quality programs and Quality and Development Unit	Completed
		Looking for the financial resources from the national transformation plan to fund the university strategic plan projects and improvement plans	Completed. The University obtained five initiatives of SR (160) million (Automation of measuring the learning outcomes of the university education/ Offering educational programs with a mutual certificate at the College of Engineering at five Saudi universities in collaboration with international Colleges of Engineering/ Center for the establishment and partnership of the university branches (Gulf/ Arab/ international/ change of experiences of the faculty, teachers, students, and employees of the educational bodies among the (Gulf/ Arab/ international) ministries of education
	Decline in the employees' satisfaction with quality to a degree less than the target	Approving an e-system to manage the information of the strategic plan projects in order to contribute more effectively to electronically evaluate the performance and progress of the university towards achieving goals by all academic and administrative units.	In progress
	Review reports by the Deanship of Development and Quality suggest that there are some problems in the specifications of programs and courses, e.g. formulating learning outcomes, objectives, and performance indicators.	Automation of quality assurance management to evaluate quality assurance and continuous improvement plans across all quality programs and Quality and Development Unit	
		Forming internal audit committees in the programs+ Commissioning the Teaching and Learning Committee, Development and Quality Unit to review the reports of internal audit committees and provide feedback to the program+ Reviewing by technical support personnel at	Completed

Inputs	Problems (processes- inputs)	Corrective actions taken by the University	Status of implementation
		the Deanship of Development and Quality+ Reviewing samples of the specifications and reports by the Teaching and Learning Unit.	
	Program feedback shows that there is a shortage of the improvement plans according to the external benchmarking.	Signing a protocol for cooperation with King Khalid University	In progress
		Signing a protocol for cooperation with regional universities, namely Cairo University, Arabian Gulf University, and Suez Canal University.	Completed
Strategic planning	Reports show the poor performance of the supervisors of development and quality units in fulfilling their roles due to the processes of Saudization and national replacement.	- Studying the training needs of the Saudi emerging leaders in development and quality - Implementing a developed training program on development and quality	Completed
		Introducing an integrated system of excellence awards (education/ quality/ scientific research/ community service) that shall fulfill quality standards.	In progress
	Poor funding allocated for the university strategic plan projects	Looking for the financial resources from the national transformation plan to fund the university strategic plan projects and improvement plans	Completed. The University obtained five initiatives of SR (160) million (Automation of measuring the learning outcomes of the university education/ Offering educational programs with a mutual certificate at the College of Engineering at five Saudi universities in collaboration with international Colleges of Engineering/ Center for the establishment and partnership of the university branches (Gulf/ Arab/ international/ change of experiences of the faculty, teachers, students, and employees of the educational bodies among the (Gulf/ Arab/ international) ministries of education
		Preparing a financial risk plan to provide fund allocations of the items of the Deanship of Community Service and Continuing Education to fund the university strategic plan projects.	Completed

Inputs	Problems (processes- inputs)	Corrective actions taken by the University	Status of implementation
Student activity plan	Low student satisfaction with student activities	Developing the student activity plan according to the benchmark university (King Khalid University)	In progress
		Increasing the working hours of the sports halls	Completed
		Increasing the budget allocated to students	Completed
	Shortage in psychological counselling services	Preparing a developed organizational structure of the Unit of Psychological Counselling	Completed
		Providing qualified academic cadres to train in the fields of psychological counselling	Completed
		Providing qualified academic cadres to provide psychological counselling services	Completed
		Activating the works of the unit according to the previous achievement	In progress
Organizational Structure	A gap in some performance indicators between the female and male sections	Assigning a female Vice Rector for the Female Student Affairs to carry out its tasks in this regard.	Completed
		Assigning female vice deans for all the colleges and supporting deanships at the university	Completed
	Reports show that there is a confusion in the reference materials to be booked, especially for university courses at the Deanship of Library Affairs.	Allocating a section for reference materials to be booked and required a lot, especially for university courses at the Deanship of Library Affairs.	In progress
	Enhancing the mental image of the university	Transferring the affiliation of the Department of Public Relations and Media to the university rector	Completed
	Decline in the number of developmental initiatives and suggestions	Establishing a Creative Initiatives Unit at the Deanship of Development and Quality	Completed
	Confusion in communication among the personnel of the services of academic advising and student support	Transferring the affiliation of the Deanship of Student Affairs from the Vice-Rectorship to the Vice-Rectorship of Academic Affairs	Completed
	Lack of an entity for marketing scientific research	Preparing the organizational structure of the Institute of Consultation Studies and Services and adding experience houses to the structure	
	Lack of faculty awareness of the related rules and regulations	Formulating a Standing Committee for Developing Policies, Rules, and Regulations	Completed
	Forming a higher committee to improve the job satisfaction of the faculty and the personnel	The committee approved an integrated mechanism to improve job satisfaction	Completed

Inputs	Problems (processes- inputs)	Corrective actions taken by the University	Status of implementation
	Poor funding allocated for the university strategic plan projects	Looking for the financial resources from the national transformation plan to fund the university strategic plan projects and improvement plans	Completed. The University obtained five initiatives of SR (160) million (Automation of measuring the learning outcomes of the university education/ Offering educational programs with a mutual certificate at the College of Engineering at five Saudi universities in collaboration with international Colleges of Engineering/ Center for the establishment and partnership of the university branches (Gulf/ Arab/ international/ change of experiences of the faculty, teachers, students, and employees of the educational bodies among the (Gulf/ Arab/ international) ministries of education
Budget and financial planning	Low expenditure on scientific research	Looking for the financial resources from the national transformation plan to fund the scientific research	Completed. The University obtained five initiatives of SR (160) million (Automation of measuring the learning outcomes of the university education/ Offering educational programs with a mutual certificate at the College of Engineering at five Saudi universities in collaboration with international Colleges of Engineering/ Center for the establishment and partnership of the university branches (Gulf/ Arab/ international/ change of experiences of the faculty, teachers, students, and employees of the educational bodies among the (Gulf/ Arab/ international) ministries of education
		Motivating the faculty to obtain funded research projects	A question to Dr. Mohamed Sultan about the research projects funded by the university
		Increasing the scientific research budget in the university budget	Completed
	Poor funding	Transferring the affiliation of Investment Department to the University Rector to increase the authorities of the	Completed

Inputs	Problems (processes- inputs)	Corrective actions taken by the University	Status of implementation
		committee	
Programs and study plans	Low rates of student progress from one level to another	Modifying the deletion and addition policies of the courses for students in light of the relative stability of situations in the Southern Saudi Arabia	Completed
		Implementing an enrichment course in some programs, e.g. Chemistry Program, due to the low-skilled students joining the program from pre-university education	Completed
	Low rate of achieving some learning outcomes in the university programs	Implementing an enrichment course in some programs, e.g. Chemistry Program, due to the low-skilled students joining the program from pre-university education	
	Low student satisfaction with academic advising despite the significant progress in performance improvement that has not achieved the target.		
	Deficiency in some English language skills for the students of some programs	The courses of the English language in the first level have been developed.	Completed
	Review reports by the Deanship of Development and Quality suggest that there are some problems in the specifications of programs and courses, e.g. formulating learning outcomes, objectives, and performance indicators.	Forming internal audit committees in the programs+ Commissioning the Teaching and Learning Committee, Development and Quality Unit to review the reports of internal audit committees and provide feedback to the program+ Reviewing by technical support personnel at the Deanship of Development and Quality+ Reviewing samples of the specifications and reports by the Teaching and Learning Unit.	Completed
	The programs did not achieve the target of measuring the learning outcomes.	Designing a program to measure the learning outcomes of all university programs; a developmental project by the Vice-Rectorship for Development and Quality	In progress and the programs are being followed-up to define the problems of application in the first semester
Human resources	The target faculty job satisfaction has not been achieved despite continuous progress.	The committee approved an integrated mechanism to improve job satisfaction	Completed
	Decline in the proportion of faculty members with Ph.D. Than the target	- Conducting specialized studies (2 studies: - To fulfill the female needs of academic jobs, so that the rates of faculty to students in the female section are equal to those of the male one. - Conducting a study to fulfill the recruitment of faculty of Ph.D. Holders to achieve the standard rates.	Completed
		Approving a five-year plan to meet the deficit of the standard rates	Completed
		Implementing the first stage of the five-year plan	Completed

Inputs	Problems (processes- inputs)	Corrective actions taken by the University	Status of implementation
	Decline of the female section's satisfaction with career development activities	Increasing the training courses in the female section based on updating the study of the training needs	Completed
	Decline in the administrative board satisfaction with career development activities	Increasing the training courses in the administrative body based on updating the study of the training needs	Completed
Learning resources	Lack of the technical and administrative staff for the research centers		
	Low faculty satisfaction with library services and learning resources	Opening three libraries in the female section	Completed
	Low male student satisfaction with library services and learning resources	Prince Mishaal Library shall be quickly completed, built, equipped, and opened.	Completed
	Low female student satisfaction with library services and learning resources	Opening three libraries in the female section	Completed
Operational rules and regulations	Insufficient student awareness of the code of conduct for using the computer	Preparing a comprehensive code of student conduct	
	Lack of the signboards at the colleges and the university city	Biding two tenders one for publications and the other for signboards inside the buildings and the other for signboards in the university city	In progress
	Lack of faculty awareness of the related rules and regulations	A handbook for faculty was prepared including all evidence, rules, regulations, and plans which the faculty shall be aware of in order to carry out their responsibilities regarding the mission of the University, as well as its printing and publishing	Completed
	Shortage in some performance indicators regarding teaching and learning, development and quality, scientific research, and community service	Approving a comprehensive system for faculty evaluation	Completed
Facilities and equipment	Lack of the satisfaction of the university employees with facilities and equipment	Note: By studying the issue, it became clear that it is related to providing signboards at the colleges and around the university city. Biding two tenders one for publications and the other for signboards inside the buildings and the other for signboards in the university city	In progress
National and international partnerships	Decline in the areas of cooperation with the industrial sector in the field of scientific research	Activating the Unit of International Cooperation at the Vice- Rectorship for Higher Studies and Scientific Research	In progress
		Forming a committee to study the areas of cooperation with the industrial sector in scientific research chaired by the Dean of Scientific Research	Completed

Inputs	Problems (processes- inputs)	Corrective actions taken by the University	Status of implementation
Students and admission policies	Decline in the joint and extrabudgetary research projects	Forming a committee to study the areas of cooperation with the industrial sector in scientific research headed by the Dean of Scientific Research	Completed
	Low rates of student progress from one level to another	Developing the policies of apology and registration at the Deanship of Admission and Registration in light of the relative improvement of the security and political situations	
		Taking a decision to assume regulatory system of study at all university programs in the first semester of 1438/1439H.	
	Low student satisfaction with academic advising despite the significant progress in performance improvement that has not achieved the target.	Providing the Central Unit of Academic Advising, the Vice-Rectorship for Academic Affairs to improve the academic advising services	
	Deficiency in some English language skills for the students of some programs	The courses of the English language in the first level have been developed.	Completed

IV.   Template (4): Listing the corrective actions to closing the quality loop (outputs- processes) (OP)

Some problems were highlighted in closing the quality loop (OP) at the University. Table (4) and figure (5) illustrate the most important problems. Their analysis shows that:

Table (4): Distribution of the problems of closing the quality loop (OP)

Process	No. of problems	Closing the quality loop		
		Closed	Closing	In progress
Teaching and learning	2	2	0	0
Scientific activities	3	3	0	0
Community activities	4	3	1	0
Total	9	8	1	0

- The number of problems in the processes of closing the quality loop at Najran University declined to (9) problems distributed to three key processes, namely teaching and learning, scientific activities, and community activities.
- The quality loop was closed with (8) problems rating (88.8%) of the total problems of closing the quality loop processes, while the quality loop is being closed in one problem regarding the community activities.
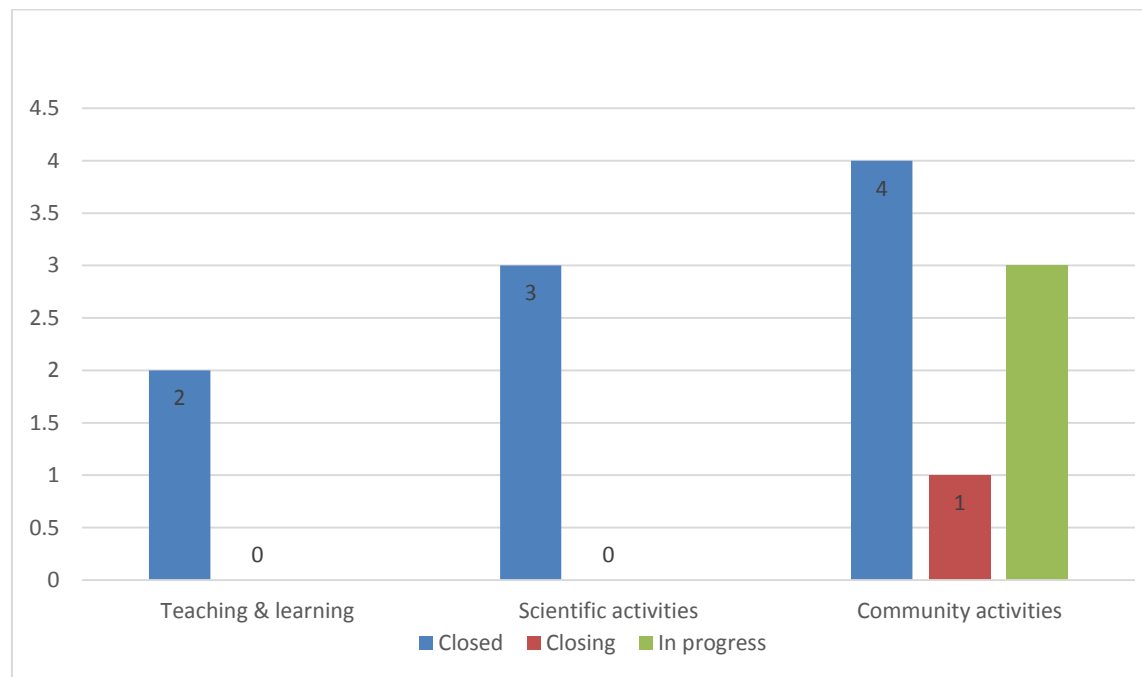
Figure (5): Distribution of the problems of closing the quality loop (PO)

The problems of closing the quality loop (PO) at Najran University are listed in template (4), as follows:

Template (4): Listing the corrective actions of closing the quality loop (Outputs- Inputs) (OP) and sending them to the achievement level according to the corrective actions.

Processes	(Problems) weaknesses in the follow-up reports and performance indicators	Status of closing the quality loop		
		Closed	Closing	In progress
Teaching and Learning	1. Low rates of graduation and completion	✓		
	2. Low employment rates in some programs	✓		
Scientific activities	1. Decline in the number of the scientific research than the target	✓		
	2. Decline in the joint and funded research projects	✓		
	3. No financial obstacles from scientific research to contribute to the university budget	✓		
Community activities	1. Despite the improvement of Public Relations, the target has not been achieved.	✓		
	2. Shortcomings in the provision of post-graduation services for the alumni	✓		
	3. Decline in the number of community contributions than the target despite being higher than the benchmarking.	✓		
	4. Decline in the number of partnerships in community service		✓	

The university took many corrective actions to overcome the problems illustrated in table (5).

Table (5): Distribution of the problems of closing the quality loop (Outputs- Processes) (OP) and the corrective actions taken by the University

Processes	Problems	Corrective actions taken by the University	Status of implementation	Outputs	Inputs/ Processes
Teaching and learning processes	Low rates of graduation and completion	Taking a decision to assume regulatory system of study at all university programs in the first semester of 1438/1439H.	Completed	Alumni	Operational rules and regulations
		Developing the policies of apology and registration at the Deanship of Admission and Registration in light of the relative improvement of the security and political situations	Completed		Operational rules and regulations
		Implementing enrichment courses in some programs	Completed		Teaching and learning processes
	Low employment rates in some programs	Designing an online platform for alumni	In progress		Facilities and equipment
		Holding the Career Day in partnership with (16) public and private employment bodies	Completed		Scientific, research, and community activities
		Forming a committee to study the organizational structure of the academic programs in light of employment and the Vision of the Kingdom plan	Completed		Administrative processes
		Closing (9) academic programs at the University			Programs and study plans
		Opening (5) new academic programs			Programs and study plans
Scientific activities	Decline in the number of the scientific research than the target	Approving a mechanism to evaluate the performance of the faculty members		Scientific research	Operational rules and regulations
	Decline in the joint and extrabudgetary research projects	Forming a committee to study the areas of cooperation with the industrial sector in scientific research chaired by the Dean of Scientific Research	Completed		Administrative processes
	No financial returns from scientific research to contribute to the university budget	Obtaining initiatives from the national transformation plan	Completed		Strategic plans Plans for quality improvement Budget and financial planning

Processes	Problems	Corrective actions taken by the University	Status of implementation	Outputs	Inputs/ Processes
Community activities	Despite the improvement of Public Relations, the target has not been achieved.	Designing a strategy for university media	Completed	Community participations	Strategic plans
		Transferring the affiliation of the university media to the Rector	Completed		Organizational Structure
		Providing the necessary cadres and resources	In progress		Human resources
	Shortcomings in the provision of post-graduation services for the alumni	Establishing an online platform for alumni	In progress		Facilities and equipment
		Holding Career Day	Completed		Scientific, research, and community activities
		Preparing a central plan to develop alumni services	In progress		Strategic plans
	Decline in the number of community contributions than the target despite being higher than the external benchmark	Approving a mechanism to evaluate the performance of the faculty members	Completed		Operational rules and regulations
		Activating the mechanism of following up the strategic plan for community service electronically	In progress		Administrative processes
	Decline in the number of partnerships in community service	Forming a committee to study the areas of cooperation with the industrial sector in scientific research chaired by the Dean of Scientific Research	In progress		Administrative processes
		Establishing an expertise house for community service	Completed		Organizational Structure

V.   Template (5): Listing the corrective actions to closing the quality loop (Processes- Inputs) (OI)

Some problems appeared while closing the quality loop (OI). By analyzing the numbers in table (6) and figure (6), they may be listed, as follows:

Table (6): Distribution of the problems of closing the quality loop (OI)

Outputs	No. of problems	Status of closing the quality loop		
		Closed	Closing	In progress
Alumni	3	2	1	0
Scientific research	2	2	0	0
Community participations	6	3	3	0
Total	11	7	4	0

- The number of problems in the processes of closing the quality loop at Najran University was (11) distributed to three key processes, namely alumni, scientific research, and community participations.
- The quality loop was closed with (7) problems rating (63.6%) of the total problems of closing the quality loop processes, while the quality loop is being closed in (4) problems of which (75%) concerned the community participations.
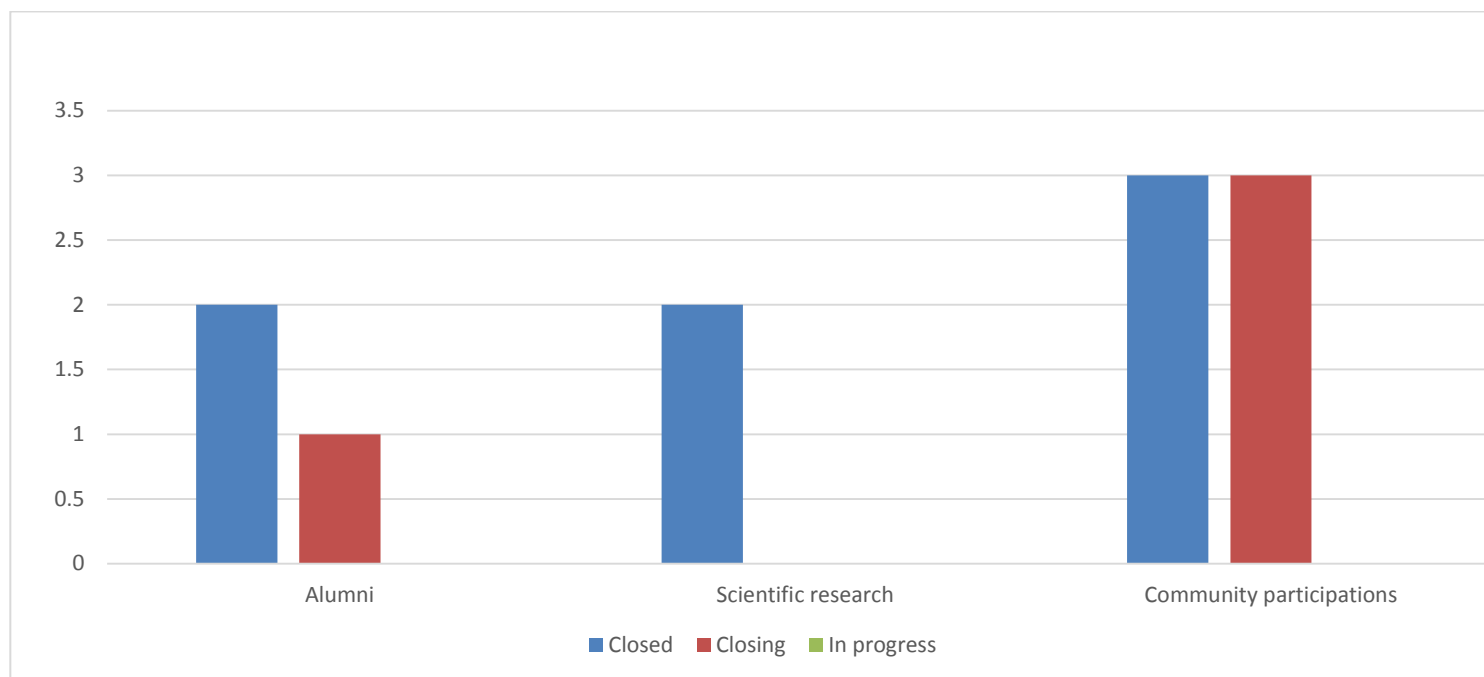
Figure (6): Distribution of the problems of closing the quality loop (OI)

The corrective actions taken by the University to close the quality loop (OI) are displayed in template (5), as follows:

Template (5): Listing the corrective actions of closing the quality loop (OP) and sending them to the achievement level according to the corrective actions.

Outputs		Corrective actions taken by the University	Inputs		Status of closing the quality loop		
					Closed	Closing	In progress
Alumni	⮂	1. Taking a decision to assume regulatory system of study at all university programs in the first semester of 1438/1439H.	Operational rules and regulations	⮂	✓		
		2. Developing the policies of apology and registration at the Deanship of Admission and Registration in light of the relative improvement of the security and political situations	Operational rules and regulations		✓		
		3. Designing an online platform for alumni	Facilities and equipment			✓	
Scientific research	⮂	1. Approving a mechanism to evaluate the performance of the faculty members	Operational rules and regulations	⮂	✓		
		2. Obtaining initiatives from the national transformation plan	Strategic plans- plans for quality improvement Budget and financial planning		✓		
Community participations	⮂	1. Designing a strategy for university media	Strategic plans	⮂	✓		
		2. Transferring the affiliation of the university media to the Rector	Organizational structure		✓		
		3. Providing the necessary cadres and resources	Human resources			✓	
		4. Establishing an online platform for alumni	Facilities and equipment			✓	
		5. Preparing a central plan to develop alumni services	Strategic plans			✓	
		6. Approving a mechanism to evaluate the performance of the faculty members	Operational rules and regulations		✓		

VI. Template (6): Indicators of progress in performance improvement to close the quality loop (PI) and sending them to the achievement level according to the performance indicators
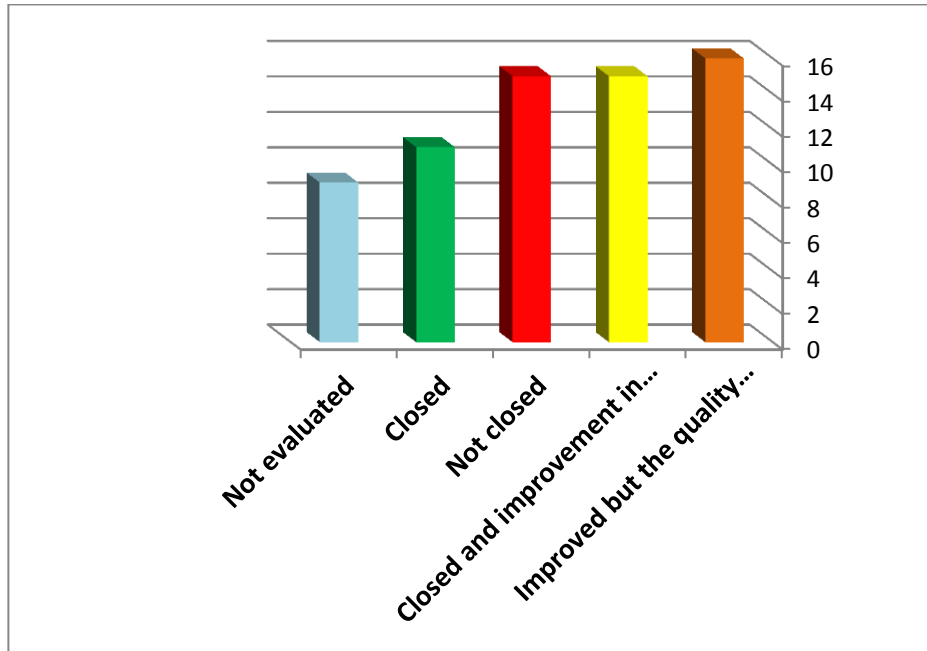
The indicators of progress in performance improvement to close the quality loop were (66). Table (7) and figure (7) illustrate the status of closing the quality loop for these indicators. The following results were obtained:

Table (7): Number of the cases of closing the quality loops according to the achievement level based on measuring the performance indicators

	Status of closing the quality loop				
	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed	
Number	16	15	15	11	9
Percentage	24.2%	22.7%	22.7%	16.7%	13.6%

- 1St category: They contain indicators of performance improvement, but the quality loop was not completed. They were (16) indicators rating (24.2%).
- 2Nd category: Indicators in which the quality loop was closed and the improvement is in progress were (15) rating (22.7%).
- 3rd category: The indicators in which the quality loop was not closed were (15) indicators rating (22.7%).
- 4th category: Indicators in which the quality loop was completely closed were (11) rating (16.7%).
- 5th category: The indicators that were not evaluated were (9) rating (13.6%). The university is evaluating them.

Chart categories (left to right): Not evaluated, Closed, Not closed, Closed and improvement in…, Improved but the quality…

Vertical axis: 0, 2, 4, 6, 8, 10, 12, 14, 16

Figure (7): Number of the cases of closing the quality loops according to the achievement level based on measuring the performance indicators

Table (8) illustrates the indicators of progress in performance indicators to close the quality loop at Najran University, as follows:

Table (8): Indicators of progress in performance improvement to close the quality loop (PI) and sending them to the achievement level

Weakness	Performance indicators				Status of closing the quality loop			
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
Traditional reviews of the inputs of improvement plans, causing loss of time, money, coordination efforts, as well as shortage in the follow-up efforts		100%	Zero	100%				(green)
Decline in the employees' satisfaction with quality to a degree less than the target	1- Faculty satisfaction with the performance and effectiveness of development and quality units at colleges	80%	74.2%	74.4%			(red)	
	2- Faculty satisfaction with the performance of the Deanship of Development and Quality	80%	70.8	74.6%			(red)	
	3- Faculty satisfaction with the performance of the Vice-Rectorship for Development and Quality	80%	71.8%	77.8%			(red)	

Weakness	Performance indicators				Status of closing the quality loop			
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
					(orange)	(yellow)	(red)	(green)
Review reports by the Deanship of Development and Quality suggest that there are some problems in the specifications of programs and courses, e.g. formulating learning outcomes, objectives, and performance indicators.	The percentage of programs that fulfilled the specification requirements	80%	53%	82%		■ (yellow)		
Program feedback shows that there is a shortage of the improvement plans according to the external benchmarking.		80%	0.3%	Not evaluated	Not measured			
Reports show the poor performance of the supervisors of development and quality units in fulfilling their roles due to the processes of Saudization and national replacement.	Faculty satisfaction with the performance of development and quality units at colleges	80%	74.2%	74.4%			■ (red)	
Poor funding allocated for the university strategic plan projects	The financial value allocated for the strategic plan projects and the quality plan	SR100 million	Zero	SR 160 million				■ (green)
Low student satisfaction with student activities	Ratio of student satisfaction with extracurricular activities and student services	80%	2nd evaluation in progress	57.6%			■ (red)	
Shortage in psychological counselling services	Student satisfaction with counselling, social, and psychological services	80%	64.8%	70%	■ (orange)			
Reports show that there is a gap in some performance indicators between the female and male sections	Differences in performance indicators between the males and females	Zero	7%	5%	■ (orange)			
Reports show that there is a confusion in the reference materials to be booked, especially for university courses at the Deanship of	Indicator of satisfaction with library services	80%	70%	77.8%	■ (orange)			

Weakness	Performance indicators				Status of closing the quality loop			
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
					🟧	🟨	🟥	🟩
Library Affairs.								
Enhancing the mental image of the university						Not measured		
Decline in the number of developmental initiatives and suggestions	Number of developmental initiatives and suggestions	4	0	4				🟩
Confusion in communication among the personnel of the services of academic advising and student support	Ratio of student satisfaction with academic advising services	80%	69%	71%	🟧			
Lack of an entity for marketing scientific research	Establishing a unit to market the scientific research	Available	Unavailable	Established				🟩
Lack of faculty awareness of the related rules and regulations	Percentage of the approved organizational structures of the academic and administrative units	100%	100%	100%				🟩
	Clarity of the job specification for all university employees	80%	77.2%	83.6%		🟨		
Forming a higher committee to improve the job satisfaction of the faculty and the personnel	Proportion of faculty job satisfaction	80%	74.8%	80.2%		🟨		
	Proportion of personnel job satisfaction	80%	61.2%	85.3		🟨		
Low expenditure on scientific research	Proportion of the annual budget allocated for research from the total operational budget	1%		0.5%				🟩
Poor funding	Extrabudgetary sums obtained by the university	SR 500 million	0	723330000				🟩
Low rates of student progress from one	Completion rate:	60%		41%			🟥	

Weakness	Performance indicators				Status of closing the quality loop			
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
level to another	Percentage of students entering programs who successfully complete first year.						🟥	
	Graduation rate for undergraduate students: Proportion of students entering undergraduate programs who complete those programs in minimum time.	50%	22%	23.52%			🟥	
	Graduation rate for postgraduate students: Proportion of students entering postgraduate programs who complete those programs in time.	50%		18.88%			🟥	
	Retention rate: Percentage of students entering programs who successfully complete first year.	60%	41.5%	41%			🟥	
Low rate of achieving some learning outcomes in the university programs	No. of programs in which learning outcomes were measured	50%	30%	70.6%		🟨		
Low student satisfaction with academic advising despite the significant progress in performance improvement that has not achieved the target.	Ratio of student satisfaction with academic advising services	80%	69%	71%	🟧			
Deficiency in some English language skills for the students of some programs	Ratio of students who speak more than one language	25%	30	42.1%		🟨		

Weakness	Performance indicators				Status of closing the quality loop			
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
Review reports by the Deanship of Development and Quality suggest that there are some problems in the specifications of programs and courses, e.g. formulating learning outcomes, objectives, and performance indicators.	The quality of specifications is not less than 80%	80%	53%	82%		■		
Proportion of the programs that measure their learning outcomes	Proportion of the programs in which learning outcomes were measured	50%	30	70.6		■		
The target faculty job satisfaction has not been achieved despite continuous progress.	Proportion of faculty job satisfaction	80%	78.4%	80.2%		■		
Decline in the proportion of faculty members with Ph.D. than the target	Proportion of faculty members with verified doctoral qualifications	70%	42.4%	46.2%			■	
Decline in the female section's satisfaction with career development activities	Proportion of faculty satisfaction with the benefit of the training courses and workshops	80%	69.8%	85.4%		■		
Decline in the administrative board satisfaction with career development activities	Proportion of personnel satisfaction with the benefit of the training courses and workshops	80%	72.8%	82.3%		■		
Lack of the technical and administrative staff for the research centers	Proportion of providing the technical and administrative staff for the research centers	80%	22%	50%	■			
Low faculty satisfaction with library services and learning resources	Stakeholder evaluation of the library and the center of learning resources	80%	70%	77.8%	■			

Weakness	Performance indicators				Status of closing the quality loop			
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
Low male student satisfaction with library services and learning resources	Stakeholder evaluation of the digital library	80%	57%	68.8%			(red)	
Low female student satisfaction with library services and learning resources	Female student satisfaction with library services	80%	65.2%	70%	(orange)			
Insufficient student awareness in the code of conduct for using the computer						Not measured		
Lack of the signboards at the colleges and the university city	The financial value allocated for signboards in the university budget	SR 800000	Zero	1000000				(green)
Lack of faculty awareness of the related rules and regulations	Clarity of the job specification for all university employees	80%	79%	83.6%		(yellow)		
Shortage in some performance indicators regarding teaching and learning, development and quality, scientific research, and community service	Proportion of evaluating the university role in encouraging scientific research from the faculty perspective	80%	67%	72.4%	(orange)			
	Proportion of the university investment of its resources in local community service from the faculty perspective	80%	67%	69.6%			(red)	
	Proportion of the university investment of its resources in local community service from the perspective of the administrative leaders	80%	64.6%	71.2%			(red)	
	Proportion of the university investment of its resources in local community service from	80%	66.2%	74%			(red)	

Weakness	Performance indicators				Status of closing the quality loop			
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
	the perspective of the academic leaders						▉ (red)	
	Student evaluation of the quality of electronic courses	80%	70%	76.9%	▉ (orange)			
	Proportion of courses in which student evaluations were conducted during the academic year	100%	100%	100%				▉ (green)
	Degree of total evaluation of quality and learning experience	80%	68%	70.8%	▉ (orange)			
	Degree of total student evaluation of the courses	80%	76.6%	77.2%	▉ (orange)			
	Ratios of the students to faculty members	(15 : 1)	20: 1	(15 : 1)				▉ (green)
	Proportion of the bachelor student satisfaction with the academic program (program evaluation)	80%		75.4%	▉ (orange)			
	Proportion of the effectiveness of teaching activities and strategies to the faculty from student perspective	80%	71.2%	73.6%			▉ (red)	
	Proportion of evaluating the attitudes of using effective teaching methods from the faculty perspective	80%	92%	90.6%		▉ (yellow)		

| Weakness | Performance indicators | | | | Status of closing the quality loop | | | |
	KPI	Targeted value	Previous evaluation	Actual value	Improved but the quality loop is not completely closed	Closed and improvement in progress	Not closed	Closed
	Proportion of full-time faculty who effectively participated to community service activities	50%	26		Not measured			
Lack of the satisfaction of the university employees with facilities and equipment	Proportion of faculty satisfaction with facilities and equipment	80%	72.2%	84.8%		(yellow)		
Decline in the areas of cooperation with the industrial sector in the field of scientific research	Number of consulting contracts in scientific research with the industrial sector	10 contracts per year			Not measured			
Decline in the joint and extrabudgetary research projects					Not measured			
Low employment rates in some programs						Not measured		
Decline in the number of the scientific research than the target	Proportion of the scientific researches published in scientific journals by the faculty	50%	22.5%	15.5%			(red)	
No financial returns from scientific research to contribute to the university budget	Proportion of the scientific research contribution to the university budget	Not less than 5%	-	5%				(green)
Despite the improvement of Public Relations, the target has not been achieved.						Not measured		
Shortcomings in the provision of post-graduation services for the alumni	Alumni satisfaction with professional development services	75%	55%	71.1%			(red)	
Decline in the number of community contributions than the target despite being higher than the external benchmark	Proportion of the community members	50%	26%			Not measured		
Decline in the number of partnerships in community service								