



جامعة الملك سعود بن عبدالعزيز للعلوم الصحية

King Saud bin Abdulaziz University for Health Sciences

Riyadh

Jeddah

Alahsa

KSAU-HS GOVERNANCE AND ORGANIZATION DOCUMENT





KSAU-HS
KING SAUD BIN ABDULAZIZ
UNIVERSITY FOR HEALTH SCIENCES

A University for the Nation's Health

KSAU-HS GOVERNANCE AND ORGANIZATION DOCUMENT

KSAU-HS governance document refers to the internal structure, organization and management of the University. It is designed to oversee the complexity of intra-organizational, inter-organizational governmental relationships, and external stakeholder's relationships.

2017

Introduction

King Saud bin Abdulaziz University for Health Sciences (KSAU-HS) is one of the Governmental Universities that has its uniqueness by being specialized in health sciences education and provide access to Saudi nationals for well-selected academic programs. The umbrella of The Ministry of National Guard Health Affairs (MNGHA) has given the KSAU-HS students access to King Abdulaziz Medical Cities in Riyadh, Jeddah and Al-Ahsa which are considered to be one of the most advanced health systems in the region. Furthermore, it has enabled KSAU-HS to enhance its curricula and academic programs with clinical applications and training under the supervision of highly competent healthcare professionals. Moreover, KSAU-HS is affiliated with a research arm, King Abdullah International Medical Research Center (KAIMRC), which allows KSAU-HS to have an access to high standard research facilities.

KSAU-HS was announced by Custodian of the Two Holy Mosques, King Abdullah bin Abdulaziz on 16 March 2005 (5th of Safar, 1426H). In 2004, the nucleus of the University was formed by merging three academic entities under the Ministry of National Guard-Health Affairs that was named King Abdulaziz Medical City-Riyadh Academy for Health Sciences. These academic entities were the Deanship of Postgraduate Studies (created 1985), the College of Nursing-Riyadh (created 2001) and the College of Medicine-Riyadh (created 2004). On 13 May 2008 (7 Jumada I, 1429H), Custodian of the Two Holy Mosques, King Abdullah bin Abdulaziz laid the corner stone of the state-of-the-art three University Campuses at Riyadh, Jeddah, and Al-Ahsa. These campuses were inaugurated on 23 April 2013 (12 Jumada II, 1434H) and faculty and students moved there on the first semester of the academic year 2013/2014.

KSAU-HS's main campus is in Riyadh with two branches in Jeddah and Al-Ahsa. The main campus offers effective and equal communication and involvement in planning and decision-making in a collaborative approach with the other campuses. KSAU-HS integrates multiple layers of planning and evaluation activity into its governance model that is reflected at departments, colleges, and deanships levels. These efforts are continuous rather than periodic.

KSAU-HS Mission, Vision, and Core Values

Mission:

To provide high quality health sciences education, health-related research, and community services that promote the health of society.

Vision:

To achieve global leadership in health professions education with commitment to excellence in research, patient care, and community service.

Core Values:

Having respect for societal values, the University leadership, faculty, staff, and students hold the following values:

- **Ethical behavior:** honesty, responsibility, respect, fairness and compassion
- **Teamwork:** collaboration and cooperation
- **Accountability:** fulfilling duty
- **Transparency:** acting with clarity
- **Excellence:** commitment to quality, innovation and creativity

Scope of the Governance and Organization Document

Governance is a multi-level concept including several different bodies and processes with different decision making function. It works to coordinate the relation between governing bodies and authorities with the institutional organization. This governance and organization document includes, but not limited to the following:

- Description of the effective development of the institution in the interest of its students, faculty, and the communities it serves.

- Fulfillment of the requirement of regulating bodies.
- Description of the role of the governing body.
- Description of integrity, ethical behavior, accountability and transparency throughout KSAU-HS.
- The organizational structure of KSAU-HS.

University Governance

University President

The University President is responsible for providing overall leadership to the University to fulfill the vision and mission of the University. The President directs the operation of the University, including the management of the scientific, administrative and financial affairs. The President also oversees the implementation of the system, regulations, and decisions related to the Ministry of Education, University regulations and Bylaws, and ensure execution of the resolution of University Council. He represents the University before other bodies, and he may delegate some of his responsibilities and authorities.

University Council

The University Council (UC) is the highest decision-making body within the University. The UC provides effective direction in the interest of KSAU-HS, the communities it serves, and all its stakeholders through policy development and process accountability. The working agenda of the Council is designed to promote institutional stability in ways that foster the University mission of developing academic and research activities for the benefit of the University and all stakeholders.

University Council Formation

The UC is a deliberative and broadly represented forum which exists to consider University activities in all its phases. With a particular attention to the educational objectives of the

University and those matters that affect the common interests of faculty and students. The UC consists of:

- Minister of Education (Chairperson of the Council)
- President (Deputy Chairperson)
- Vice Presidents
- Deans
- Three experienced appointees by the Minister of Education for a three-year term.

The Council is chaired by the Minister of Education. The Chairman may delegate the chairpersonship to the Co-Chairman in his absence. Based on the recommendation of the Council and approval of the chairperson, a member of the Council will be assigned as a General Secretary.

An orientation process is offered to new members to thoroughly introduce them into their role with information about the University mission, vision and strategic goals and objectives, and about the University governance structure.

Roles of the University Council

Through its policy-making role, the UC is ultimately accountable for all the macro structural components of the University system. The Council is authorized to initiate and recommend policy proposals as well as to express its judgment on those submitted to it by the administrative and academic divisions. It is also empowered to request information through appropriate channels from any member of the university administration.

In addition to applying all rules and regulations related to Higher Education, the UC shall review all matters related to the University:

1. To ensure that the University mission, vision, and strategic goals are reflected in the planning and activities of the University.
2. To conduct periodical review of the mission, vision, and strategic goals of the institution.

3. To approve training and scholarship plans.
4. To provide advices regarding the establishment, merging, deletion, or name amendment of colleges, institutes, departments, and research centers.
5. To approve scientific disciplines and graduate programs.
6. To grant scientific degrees to University graduates.
7. To award honorary doctorates.
8. To determine the details of the academic calendar and the interspersed holidays according to the general framework of the beginning and end of the study.
9. To assign and deploy faculty members for scientific missions and terminate their services according to the governing bylaws.
10. To approve the curricula study plans, textbooks, and references based on the proposal of the Colleges' and Deanships' Council.
11. To suggest awards for students and student loans of different types.
12. To approve the University Budget project and its submission through appropriate channels.
13. To approve non-financial, non-position related internal regulations and bylaws of the University.
14. To discuss the annual report.
15. To determine the budget to be allocated for each College or Deanship within the limits of the financial regulations.
16. To discuss the final accounts of the University.
17. To approve the plans of the University extracurricular activities.
18. To approve the appointment of faculty members based on the recommendation of the SC.
19. To approve acceptance of donations, gifts, bequests, and/or other offering, if they do not conflict with the primary purpose for which the university was established.
20. To establish the rules and regulations for visiting and transferred students.
21. To anticipate emerging issues and opportunities and exercise initiative in response through Risk Management.
22. To consider the issues referred to by the Minister of Education, the President, or

- proposed by any member of the council.
23. To review and modify the policies and procedures to ensure continuing high standards of ethical conduct.
 24. To review UC effectiveness regularly through their annual report and develop plans for improvement in the way they operate.
 25. To formulate a committee or task force that is needed to resolve any matter that is raised by UC.

University Council meetings

- The UC shall meet upon an invitation from the chairperson at least once a month. This could be as per the call of the chairperson or when one third of the UC members wrote a request to the chairperson to call for a meeting.
- The Deputy Chairperson of the UC must submit the agenda to the chairperson of the Council (Minister of Education). The chairperson may add and/or defer items to the agenda prior to the meeting.
- The meeting is deemed invalid unless two-thirds of the members are present.
- Resolutions are issued upon majority of votes of those present. When equal, the side with the chairperson's vote is passed.
- The board may form permanent or temporary committees from its members, or others.
- The General Secretary shall:
 - » Evaluate the outcomes against the objectives for the meetings.
 - » Distribute meeting minutes including decisions and action items.
 - » Follow up with those unable to attend.
 - » Monitor the completion of action item.

Scientific Council

Scientific Council Formation

The University has a Scientific Council (SC) that has the role to supervise the scientific affairs of faculty members as well as research, studies, publications, and any other related issues. The Scientific Council is formed by the following members:

1. Vice President for Postgraduate Studies who shall be the chairperson.
2. One member of the faculty of each college with the ranking of at least an Associate Professor. The appointment will be based on a nomination of the College Council, University President's approval, and a resolution from the University Council.
3. Other faculty members, who are involved in research and scientific cases, may join the council. This is subject to the condition that they do not exceed half of the total number of members. All members shall be appointed for a two-year term renewable only once. The council is entitled to form standing or temporary committees of its own members or others to study any assigned cases.

Role of the Scientific Council

1. To recommend hiring University faculty.
2. To finalize scientific promotions for faculty members as per the rules of the Scientific Council.
3. To encourage scientific research, authoring, translation and publishing through the following rules:
4. To set rules to encourage scientific research.
5. To suggest creating scientific research centers.
6. To coordinate between scientific research centers and create their general plan.

7. To regulate the connection with scientific research centers outside of the University
8. To allocate honoraria, and appreciation letters for scientific work.
9. To publish research, scientific publications and dissertations as per the author's nomination.
10. To recommend publishing scientific journals.
11. To create scientific societies and institutions, and coordinate between them.
12. To approve any referred books and dissertations that needs to be refereed.
13. To evaluate scientific certificates presented by Faculty.
14. To review all referred matters by the UC.

Scientific Council meetings

1. The SC shall meet upon an invitation of its chairperson at least once a month.
2. The chairperson may also call for a meeting when a third of its members presented a written request to meet, or based upon a request from the university President who may chair the meeting if present.
3. The President has the right to call for a meeting when necessary and he/she may include any matter in his agenda.
4. The meetings are deemed invalid unless two-third of the members are present.
5. Resolutions of the SC are issued by the majority of votes of those present. If the votes are equal, the side with the chairperson's vote is honored. The resolutions are deemed effective unless challenged by the University President within 15 days of receiving them. If objected to, the President shall return them to the SC with a justification of his perspective to be reviewed again. If the council reserves its initial resolution, resolutions objected will be referred to the UC to be reviewed in an ordinary or exceptional meeting. The council may approve, amend, or eliminate the resolutions in question, and this decision is deemed final.

Colleges and Deanships' Councils formation

Colleges Deanship's Councils consist of:

- Dean (Chairperson)
- Associate and Assistant Deans
- Chairpersons and Deputy Chairpersons
- Upon the recommendation of the council and the approval of the President, the council may include members from the college's Faculty or the other branches of the University for a renewable two-year term.
- Representation of stakeholders from the Ministry of National Guard Medical cities.
- Students' Representative for issues related to students.

Role of the Colleges and Deanship's Council

In addition to applying all rules and regulations related to Higher Education and the University Council, the Colleges and Deanships Council shall review all matters related to the college particularly:

1. To propose the appointment of faculty members, teaching assistants, lecturers, and their promotions.
2. To propose study plans or amending them in coordination between departments.
3. To propose study materials, books, and references in college departments or deanships.
4. To encourage scientific research and coordinate between departments and help in publishing.
5. To propose examination dates and place rules regulating the process.
6. To propose internal regulation for the college or deanship.
7. To propose training plans and necessary scholarships.

8. To propose a plan for extracurricular activities.
9. To finalize student affairs within its jurisdiction and refer other matters to UC.
10. To review all referred matters by the UC, Chairperson, or designee to study and give a perspective.
11. To anticipate emerging issues and opportunities and exercise initiative in response.

Colleges and Deanships› Council meetings

The College or Deanship Council shall meet upon an invitation from the chairperson at least once a month. The meeting is deemed invalid unless two-thirds of the members are present. Resolutions are issued upon majority of votes of those present. When equal, the side with the Chairperson's vote is passed. The Council's resolutions are considered valid and effective, unless challenged by the University President within 15 days of receiving them, and if objected, he shall return them to the College or Deanship Council attached with a justification of his perspective for further review. If the Council reserves its perspective, the resolution objection shall be referred to the UC for final decision within the first ordinary or exceptional meeting. The UC may approve, amend, or terminate the resolution and its decision is deemed conclusive. The college and/or deanship board may form permanent or temporary committees from its faculty members or others.

Academic Departments' Councils

Each department has a Council that is formed of its own faculty members, and has the authority over the educational, financial, and administrative affairs within, based on the University's Bylaws.

Role of the Academic Departments' Councils

The Academic Departments' Council may suggest to the College Council a study plan, books, and references as well as suggesting the appointment of faculty members, lecturers, and faculty and their promotions, in addition to evaluating scientific research projects, distribution of lectures, training activities between faculty members and regulate department tasks. Each Academic department will handle teaching courses/modules within its specialty after gaining the approval of the University Council based on the recommendation of the University Central Curriculum Committee. The Council may form standing or temporary committees of its members.

Academic Departments' Councils meetings

The Colleges Curricula Committee shall meet upon an invitation by its chairperson at least once a month and the meeting is deemed invalid unless two-thirds of its members are present. Decisions are taken by the majority of votes of those present. In case of equal votes, the chairperson's side vote is passed. The resolutions of the committee are considered valid and effective unless challenged by the Dean within 15 days of receiving them. In case the committee serves their initial decision, the objection resolution is referred to the College Curricula Committee and the Committee has the authority to finalize it.

University Academic Board

The University Academic Board aims to enhance communication at the academic level.

University Academic Board formation

- The University Academic Board consists of:
- University President (Chairman)
- Vice Presidents
- Assistant Vice Presidents
- Deans
- Executive Director, KAIMRC
- In the absence of the Chairman, the board is chaired by the most Senior Vice President.

Roles of the University Academic Board

- To review academic proposals, strategic initiatives, bylaws proposals, and align them to the overall University mission and Strategic Plan.
- To review and provide advice in matters related to academic policies at the University.
- To review and provide advice for strategies related to academic processes.
- To ensure high outcomes related to learning, teaching, and research.
- To ensure the alignment between KAIMRC and different colleges and deanships.
- To review and provide advice regarding plans related to training and scholarships.
- To review and provide advice regarding plans for the University extracurricular activities.
- To anticipate emerging issues and opportunities, and exercise initiative in response.
- To provide advice to academic related matters submitted by the members of the board.

University Executive Board

The University Executive Board aims to enhance communication between academic and administrative sectors of the University.

University Executive Board formation

- The University Executive Board consists of:
- University President (Chairman)
- Vice Presidents
- Assistant Vice Presidents.
- General and Corporate Directors
- Supervisor General, University Relations and Media
- The Chairman may invite other members.
- In the absence of the Chairman, the board is chaired by the most Senior Vice President.

Roles of the University Executive Board

1. To serve as a liaison between academic and administrative sectors of the University.
2. To provide advice to matters related to purchasing/contract's requests, manpower, and recruitment.
3. To review and provide advice and alignment of any new proposed projects with the strategic plan.
4. To provide advice in any issues related to the University budget.
5. To handle any other operational issues submitted by the members of the board.

Executive Board Meetings

The University Executive Board shall meet upon an invitation from the chairperson at least once a month, as per the call of the chairperson, or in case that one-third of the Board members wrote a request to the chairperson to call for a meeting.

University Central Curriculum Committee

The committee formation order is approved by the UC. It is chaired by one of the Vice Presidents with memberships from different health specialties, colleges, and educationalist. It has a two-year term. The minutes of the committee meetings are approved by University President and major resolutions are presented to the UC.

Charges of the committee

- To set-up polices for program and course approval processes.
- To recommend the approval of new programs to the UC.
- To recommend the approval of major changes in academic programs to the UC.
- To approve minor changes recommended by colleges' curriculum committees and councils.
- To ensure that programs are prepared based on the most updated NCAAA format.
- To create guidelines for annual program report.

Curriculum Committee at the College Level

Colleges' Curricula Committee formation

- The College council consists of:
- Associate Deans (One of them serves as a Chairperson).
- Chairpersons and Deputy Chairpersons.
- Representatives from Block or Course Coordinators.
- Student representative from each batch.
- The Chairman may invite any course coordinator.

Charges of the Committee

1. To define and implement the objectives, goals and structure of the college curriculum.
2. To oversee the teaching, organization and management of the college educational program.
3. To review analyzed data reported by the College Program Evaluation and Student Assessment Committee.
4. To propose educational polices.
5. To oversee the evaluation of course content to identify areas of deficiency or redundancy in the curriculum and to correct or modify these where appropriate.
6. To recommend major changes in the curriculum or course structure, duration or order, or addition of a new required course as deemed necessary for improvement of curriculum.
7. To assign, with the consent of the departments involved, the faculty staff for teaching students.
8. To report to the Dean and the College Council unresolved problems in the teaching of the curriculum.
9. To plan continuous assessment of student at the end of course examinations in coordination with the Student Assessment Committee.
10. To consider all matters related to the college education of students and make appropriate recommendations.

Colleges' Curricula Committee meetings

- The Colleges Curricula Committee shall meet upon an invitation from the chairperson at least once a month, as per the call of the chairperson, or in case that one-third of the committee members wrote a request to the chairperson to call for a meeting.

- The meeting is deemed invalid unless two-thirds of the members are present.
- Resolutions are issued upon majority of votes of those present. When equal, the side with the Chairperson's vote is passed.

KSAU-HS Steering Committee for Quality Assurance and Academic Accreditation

The Steering Committee for Quality Assurance and Academic Accreditation (QAAA) is responsible for the University's internal quality assurance system and the processes of national and international accreditation. The Steering Committee also acts as a planning forum for quality assurance development and promotion for both internal and external driven purposes. It oversees the quality of research and community services.

Charges of the Committee

The Steering Committee meets on a monthly basis unless otherwise called by the Chairperson. The Committee needs a 50% quorum and the resolutions reached by the simple majority vote. The secretary of the committee is responsible for the preparation of its agenda, finalization of the minutes and resolutions, and ensures their implementation. The committee secretary will also prepare regular reports to be submitted to the Higher Committee. The committee has a renewable two-year term. Members of the committee should report any conflict of interest and maintain confidentiality, security and integrity of all materials and decisions taken during and after their terms. The committee ensures to:

- Build the quality assurance culture and provide the needed stakeholders' support.
- Conduct periodic reviews of the IQAS performance and make recommendations for its enhancement.
- Provide necessary reports to the University Council.
- Monitor, enforce, and disseminate standards and best practices to enhance the practiced quality.

- Expand the institution network with quality assurance experts and quality assurance institutions.
- Develop practice guidelines and advisory statements when required.
- Enforce regularly all guidance and requirements issued by the Council of Higher Education and national accreditation bodies.
- Develop, unify and review the report formats, benchmarks, KPIs, and processes to satisfy accreditation standards and other additional parameters as deemed necessary.
- Identify areas that require improvement and propose appropriate solutions.
- Oversee faculty and staff enhancement activities at the University level.
- Deal with any related matters to quality and accreditation.

Membership

The committee is chaired by the Vice President of Development and Quality Management (DQM) and reports to the University President. The Dean of the Deanship of Quality Management (DOQ) will be the committee Co-chairperson and secretary who will also call for the meeting in the absence of the Chairperson. The members should represent groups of colleges in similar fields rather than from each college with adequate representation of the female sector. The Chairman may invite more members from each region when needed. The Committee Formation Order is presented by the Vice President of DQM to the University President for approval.

KSAU-HS Budget Allocation Committee

Charges of the committee

- To be responsible for the budget planning, priorities, allocation, and monitoring of the approved budget for the University.
- To ensure that established budget protocol, process, accountability and timelines that promote efficiency and effectiveness of resource allocation, management and utilization in the KSAU-HS are appropriately observed.
- To review and submit annual consolidated budget proposal supported by statistical performance analysis that reflect the goals and objectives of the proposed capital project, capital equipment, and operational budget for the entire KSAU-HS.
- To determine the ratio of allocation of approved budget from the Ministry of Finance for Operational Budget, Capital Project and Capital Equipment in coordination with the Financial Affairs and Corporate Budget and Planning Department.
- To approve allocation of the manpower and operational budget to colleges/ departments under the umbrella of KSAU-HS.
- To evaluate budget requirement for emergent need that were not included in the approved budget for the Fiscal Year, which entails additional salary or non-salary costs over and above the approved budget allocation for KSAU-HS.
- To review and re-allocate funds from one college/department to another during the Fiscal Year.
- To monitor monthly performance of financial resources of KSAU-HS and to provide the KSAU-HS President with a monthly written report.

University Standing Committee for Bylaws, Policies and Procedures

The committee formation order is approved by the UC. It is chaired by the Vice President for Development and Quality Management with memberships from different experts and fields within the University: education, Bylaws, administration, and quality. It has a two-year term. The minutes of the committee meetings are approved by University President.

Charges of the Committee

- To identify the Bylaws that will be prepared and reviewed by the committee.
- To create and review University Bylaws through predetermined process.
- To ensure the rights and duties of faculty and students.
- To ensure that the University Bylaws are in line with the rules and regulations of the Ministry of Education.
- To discuss any related issues regarding university rules and regulations.
- To recommend University Bylaws for final approval.
- To conduct periodic review of the approved Bylaws.
- To recommend University Academic & Administrative policies and procedures.
- To conduct regular reviews and revise the University Bylaws, as deemed necessary.

KSAU-HS Organization and Governance Advisory Committee

KSAU-HS Organization and Governance Advisory Committee (OGAC) is formed to provide advices for the University to fulfill its responsibilities for educational policy and others that of concern to the University. In order for the University to construct an academic community, a commitment to develop and disseminate knowledge to exemplify free and open participation

in structures that affect the University community. This should ensure shared governance among faculty, staff, students, and administrators at all levels, and includes forming and articulating a vision for the University. This committee is reporting to the University President who will approve its recommendations.

Charges of the Committee

- To review and document University organizational chart.
- To recommend updates to organizational chart.
- To recommend positioning of current and new administrative and academic units in the university organizational chart.
- To create and update the University governance Bylaws and code.
- To review and recommend authority delegation for leadership positions in the University (e.g. Vice Presidents, Deans, General Directors, and Chairpersons).
- To review and recommend Rules of governing bodies (e.g. Councils and major committees).

Postgraduate (Non-Residency) Studies Advisory Council

This committee is responsible for overseeing maintenance, development, and support of the Master Programs in the University. It is chaired by the Vice President for Postgraduate Studies.

Charges of the Committee

- To propose and review strategies of the academic (non- residency training) postgraduate programs.
- To review and recommend proposals of new academic postgraduate programs.
- To review and recommend guidelines for admission to these programs.
- To conduct periodical review and approve curricula, dissertations reviewer process and quality of these programs.

- To recommend the title of degrees in Arabic and English and granting these to graduates.
- To review and resolve any issues related to Postgraduate students.
- To study any related issues referred by the University President.

KSAU-HS Recruitment Committee

To ensure equality and standardization of recruitment, the University created this committee. It is chaired by the General Director of Administrative and Financial Affairs. The resolutions of the committee are approved by University President.

Charges of the Committee

- To determine senior KSAU-HS position for recruitment.
- To screen qualified Saudi and non-Saudi candidates and interviewing highly recommended candidates for leadership and non-leadership positions (for administrative/engineering/IT positions).
- To review and recommend job titles and job descriptions according to assigned duties and responsibilities.
- To recommend hiring rates and benefit group for positions without established hiring rate, in accordance with the existing policy and procedures.
- To review submitted request to advertise vacancies through newspapers, magazines and other appropriate means suggested by the committee.
- To recommend new contract with international recruitment agencies.

Corporate University Administrative Credentialing Committee

To ensure equality and standardization of recruitment, the University created this committee. It is chaired by the General Director of Administrative and Financial Affairs. The resolution of the committee is approved by University President.

Charges of the Committee

- To verify credentials of candidate submitted for transfer/promotion within and to KSAU-HS.
- To ensure that fair selection process, transfer/promotion are being practiced.
- To ensure that all University non-academic transfer/promotion requests are processed accordingly.

Conflict of Interest Policy

The University would like to ensure that University leaders shall warrant that the following are understood and observed by all staff in their respective departments:

- The University will not, in any circumstance, accept that any of its employees conduct any practice that could possibly conflict with The University interest, specifically the following practices:
 - » Have, or permit his spouse or minor dependent children to have any financial interest, either direct or indirect, in any related/competing entity unless The University establishes that such interests do not conflict with its interests, and that there is no reasonable likelihood that such interests will influence employee judgment or actions in performing his/her duties. Ownership of shares of stock of a corporation, where the stock is publicly held, is not an objectionable interest except where circumstances indicate a conflict of interest.
 - » Render service to, represent, or undertake to act for any related/competing entity, whether for compensation or not, unless it has been established by The University that such relations do not conflict with its interests, and that there is no reasonable likelihood that they will influence employee judgment or actions in performing his/her duties.
 - » Solicit, accept, or permit employee spouse or minor dependent children to accept any personal gift or benefit from any related concern/competing entity.
- Employees must not become obligated to any supplier or contractor and shall not

- participate in any University transaction from which they may personally benefit.
- Any offer of a personal benefit made to an employee or member of the employee's family, by a representative of related or competing entity should be reported by the employee to the supervisor.
 - Exchange of gifts or favors as a result of kinship, marriage, or social relationships beyond and apart from business relationships are exempted from this policy.
 - Making public all or any of the University confidential information.
 - Employees must not use their positions or knowledge gained at the University to improperly influence decisions to their personal advantage or to that of their families or friends.
 - Employees shall make every effort to avoid dual relationships that could impair their judgment or increase the risk of exploitation.
 - The Supervisor or reporting authority of an employee of the University has the responsibility to report to Internal Audit any potential conflict of interest s/he becomes aware of and which may affect transactions wherein the University is a party.
 - The University employees must not use University facilities and properties, or working time to promote interests other than those of the University.
 - The University employees must not disclose or use any confidential information gained in the course of employment with the University for their own personal profit or advantage.
 - All employees must avoid conflicts of interest. In the case where an apparent conflict of interest develops, employees must disclose the facts promptly to their immediate supervisor or their Department Head who will then contact the Faculty & Staff Relations regarding the proper action to take. Faculty & Staff Relations may refer the case to the investigation department for further investigation.
 - The employee who has hiring or leadership authority (Department Head/Chairman, Vice Presidents, Directors, Managers and/or Supervisors) should:
 - » Extend no preferential treatment in hiring or in other Human Resources actions, such as promotions, demotions to relatives or friends of employees, medical staff, volunteers or other persons officially or unofficially affiliated with

KSAU-HS.

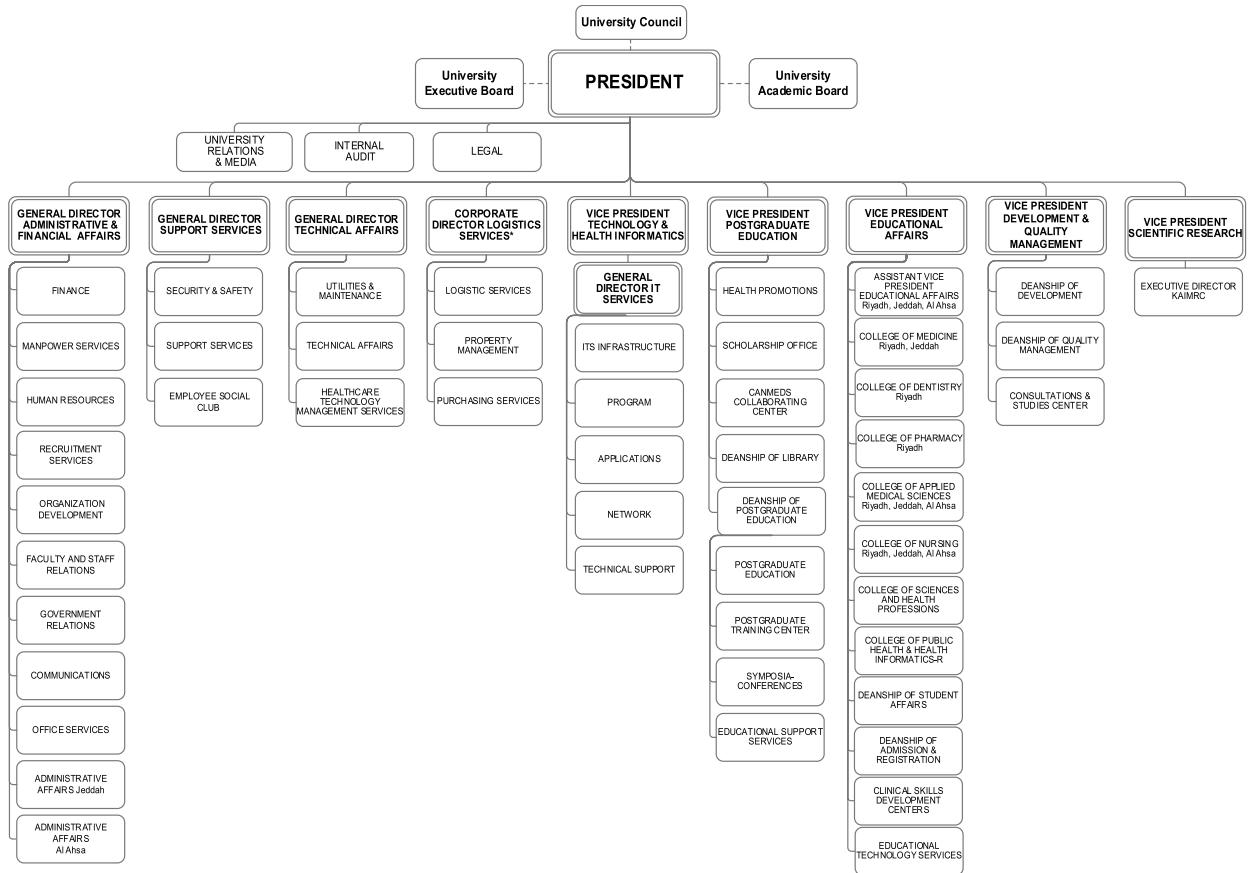
- » Hire or transfer blood relative, close relative by marriage, spouse to a position which would result in a supervisor/subordinate relationship between the two related parties.
- Report potential or actual conflicts of interest as per the authority matrix.
- The University recognizes that many conflicts of interest that are correctly disclosed can be adequately managed without detriment to the reputation, integrity or position of KSAU-HS or the individual.

Risk Assessment

Risk assessment is meant to determine areas of vulnerability, mitigate and initiate risk response and remediation. It also provides a standard for stakeholders the aspects of risk management that are recognized as good practice. The Risk Assessment includes the process concerned with conducting risk management planning, identification, analysis, responses, and monitoring and controlling. Risk management aims to identify and prioritize risks in advance of their occurrence, and provide action-oriented information. The orientation requires consideration of events that may or may not occur and are therefore described in terms of likelihood or probability of occurrence in addition to other dimension such as impact and objectives. This should assist the colleges and/or department in developing and implementing their risk management plan through the use of risk management tools and techniques. Risk management plan shall be aligned with the University's strategic plan. The University Council will also anticipate emerging issues and opportunities and exercise initiative in response through the Risk Register.

University Organization

Organizational Chart



Vice Presidencies

Educational Affairs Vice-Presidency

Educational Affairs Vice-Presidency is committed to developing an innovative and creative learning environment in the University for students and faculty. It also ensures the smooth running of the academic and administrative functions of the Colleges in all three campuses by providing directions and aiding in managing the processes through which teaching is delivered. Part of the mission of Educational Affairs is to ensure that the curriculum appropriately reflects the mission and goals of the University in all the three campuses in Riyadh, Jeddah and Al Ahsa. Moreover, Educational Affairs plays a major role in supporting student engagement with the community through student activities that is organized by the Deanship of Student Affairs. Through the Corporate Educational Technology Services, the Educational Affairs support the delivery of curricula in the learning management system (Blackboard), efficient utilization of the Student Information Systems (SIS), and other information technology tools.

Postgraduate Education Vice-Presidency

The mission of the Vice-Presidency of Postgraduate Education is to create and support the best possible learning and training environment and to continuously provide excellence in educational opportunities that will facilitate the acquisition of knowledge to enrich the experiences of healthcare professionals. The Vice Presidency governs and oversees the various postgraduate medical education, continuing education and scholarship activities throughout the three University Campuses and Ministry of National Guard Health Affairs Hospitals. The Deanship of Postgraduate Education is the effective arm to deliver its services. The Postgraduate Education oversees the following services: Health Promotion Center, The Canadian Medical Education for Directors and Specialists, Health Sciences Library, Medical Education, Scholarship Office, Postgraduate Training Center, Office of the Advanced Trauma Life Support Courses, Symposia and Conferences Division, and Media Services.

Development and Quality Management Vice-Presidency

The Development and Quality Management (DQM) Affairs is assigned the task to manage planning, development and quality in the University. DQM mission is to be creative and innovative to achieve excellence and sustainable quality in health-sciences education. This mission is translated into a reality through strategic goals and initiatives. DQM also leads the process of accreditation at the institute and program levels. DQM expects that accreditation will assess the University to identify gaps in its processes and launch specific projects that will further enhance the academic environment and culture of quality to ultimately reach excellence and sustainable high quality. Another major task of DQM Affairs is to revisit, reconstruct, and oversee the different components of the strategic plan based on the current situation and facilities made available by moving to the new three campuses. The DQM welcome any initiatives and suggestions that will bring inputs in its planning and development processes and further enhances business processes. DQM has the following strategic goals:

- To develop, implement and maintain the strategic plan and its performance management.
- To maintain an efficient quality assurance system based on best practices and supported by information technology that enhances the University outcomes.
- To lead and achieve national and international accreditations of the University and its programs.
- To develop and maintain the University's governance and organizational charts.
- To organize, standardize and maintain the University policies and its related procedures.
- To assure the achievement of the best practices in information technology in the University Community.
- To enhance the University's branding nationally and internationally.

Major University Departments

Administrative and Financial Affairs

The administrative and financial affairs is concerned with providing support to all university colleges and departments in order to be able to implement their work plans and role within the scope of work in the University. The department is assigned the task of supervising the following sub-departments:

- **Manpower Services Department:** Supports the departments' needs of positions. Its main function is to plan for the organization's manpower needs based on each department's function, current situation, and future plans. Furthermore, ensuring that salaries and benefit plans are competitive, and that they are designed and managed to attract and retain manpower of the highest quality; and that employee packages are in alignment with University policies and guidelines.
- **Human Resources and Payroll Services Department:** The department is dedicated to process records and payments for all University faculty, staff and students including their benefits and disciplinary actions. Moreover, they are in charge of processing several personnel transactions, in addition to maintaining their files while ensuring accuracy and timeliness.
- **Faculty & Staff Relations Services Department:** This department is responsible for promoting, maintaining, and developing good employee relations within the university. The department also deals with the employees' requirements and other work-related concerns from day one of employment, up to the last day of service.
- **Recruitment Department:** It is primarily tasked with identification, assessment, and recruitment in a fair and consistent manner for the entire University.
- **Finance Department:** Committed to providing timely, accurate, clear and complete information and support to all colleges/departments. It is divided by responsibility into payment services, cash management, budgeting and financial planning.
- **Office Services:** Aims to provide quality mailroom management, document distribution and related business support services to colleges/department.

Technical Affairs

The Technical Affairs (TA) is responsible for ensuring the full operation of all University's physical assets, buildings, utilities, engineering services, systems and equipments in Riyadh, Jeddah, and Al Ahsa regions. Within this division, there are the corporate utilities and maintenance operations, regional technical affairs department with the various sub-departments of utilities and maintenance, design, engineering, building services and project task force, project management office, and regional healthcare technology management services (HTMS). The functions of these sub-departments are:

- Utilities and maintenance department: Maintenance and repair are continuous activities to provide electricity, lighting, water supply, keeping the ambient internal environment comfortable, keeping mechanical systems and building structures functional and safe to operate and live in. Additional responsibilities are building refurbishment, modifications, and renovations. The main functions of this department include: Supervision of the operations and maintenance of the contracted works: supervision and management of scheduled maintenance and repair, emergency maintenance and repair, safeguard, protection of utilities, safety compliance, work control, and emergency preparedness
- Healthcare Technology Management Services: It is responsible for all medical equipment issues. This department ensures the delivery of necessary engineering, technical expertise and consultation to assess, recommend and select medical equipment, while providing continuous user training on all related equipment. A registry of all University medical equipment is available and updated for information to determine equipment life-cycle cost and utilization.

Technical Affairs consists of the following:

- Design Office in charge of developing plans, programs and producing the design with cost estimates of in-house approved projects relative to the specified requirements of the end-user/client.

- Engineering Services integrates the design and construction, and supervises the implementation. It verifies conformity of systems used to national and international standards, and manages new construction projects.
- Building Services and Project Taskforce carries out the smaller construction project requirements for refurbishment and modification of existing facilities and complexes. Their work is done under the supervision of “Engineering Services”.
- Project Management Office oversees, manages, and monitors the progress of projects up to successful completion.

Logistics and Contracts

The Logistics and Contracts Department is responsible for acquiring goods and services as required. The department aims to meet the operational needs of the University in terms of quality, quantity, safety, cost, time and source. It also oversees the supply chain processes. Logistics and Contracts Department provides the following services:

- Purchasing services that aim to provide goods and services through petty cash, direct buy, contracts for services, capital equipment, tenders, operation and management, and special projects by:
 - » Direct Buy.
 - » Tendering of procurement products and services through public tendering using the RFP process; in compliance to Government Procurement Law (Article 44).
 - » Contract of goods and services which includes systematic process of preparing, finalizing and monitoring contract agreement.
 - » Petty Cash that will be used for direct buy for urgently needed items and/or required services or to make small routine purchases/services where a purchase order is not cost effective or for payment to vendors who do not accept credit (cheque) due to the nature of their business such as small industrial suppliers.

- » Handles receipt, storage, and distribution of university's fixed assets (property and equipment) and attend to Customs Clearances.
- Property Management is the management of personal property, tools and equipment, tracking and tagging, and physical capital assets. It is the operation, control and oversight of real estate.
 - » Responsibility includes coordination of property evaluation, repairs & transfer of fixed assets.

Support Services

The Support Services ensure that all function of management in the University three campuses are optimally managed. The department is assigned the task of supervising the following sub-departments:

- Security & Safety Services: The department ensures the security and protection of staff, students and University premises assets. This also includes services and consultation in areas related to emergency response, criminal investigations, risk assessments and crime prevention awareness.
- Fire and Safety Services: The department deals with various forms of emergencies, exercises, and continuing training that allows the emergency response personnel to be familiar with the most current firefighting techniques, lifesaving measures and the existence of current materials and technological hazards.
- Employee Social Club: The department provides the best facility and the most latest specialized sports and fitness equipment under the supervision of qualified trainers by Sports Complex in the University. The following amenities provided are Sports Complex and Recreation Center. This section is also responsible for the recreation services provided to the University housing residents. School Bus Transportation Services and Recreation Trips are also managed by the Employee Social Club in collaboration with transportation department.

- Environmental Services: The department ensures to maintain the required University appearance and hygiene standards. It is composed of the Housekeeping Services, Horticulture Roads and Ground, Laundry Services, Pest Control Services and Waste Management Services.
- Housekeeping Services: Ensures compliance of the approved high quality of cleaning maintenance standards that are clean, pleasing and environmentally safe for all University staff.
- Laundry Services: The department provides high quality laundry services for University, issues linens and staff uniforms and ensures the continuous supply of clean and hygienic laundry items.
- Horticulture Roads & Grounds- The department is responsible for providing and maintain aesthetic landscapes, distribution of appropriate indoor and outdoor plants and cleanliness of roads, parking and grounds and cleaning the roads and grounds in KSAU-HS.
- Public Health/Pest Control Services: The department is responsible for implementing effective integrated pest management services programs to maintain pest-free University environment and its residential compounds.
- Waste Management Services- The department is responsible for monitoring the implementation of effective and correct management of waste materials in the University and its affiliated facilities in terms of packaging, transporting, weighing and safe disposal. Securing services for medical waste and proper hygiene services in the College of Dentistry and Clinical Skills Development Building.
- Housing Administration Services: The department is responsible in providing employees with high quality housing accommodation and to ensure that employees are given best possible services and assistance in all their housing concerns. Housing Services is composed of the housing administration, housing operations, housing inventory, key control and meet & greet. Housing administration is responsible in monitoring and overseeing the whole scope and function of the department.
- Transportation Services: The department plans, develops, and regulates, an efficient and well-integrated transport system that serves the University employees

interests. It has been established to enhance mobility and deliver safe, secure and environmentally-responsible transport by providing high quality vehicles and related services. Its objective is to maintain reliable safe vehicle in order for the University personnel requiring transportation have the necessary vehicle available for the required time period.

- Food Contract Operation Services: It is primarily tasked in providing catering request and food preparation services for University functions and student activities. Its aim to provide the best food service possible with the available resources.

University Relations and Media Affairs

University Relations and Media Affairs aim to enhance the communication of the University. It is working to strengthen the communication with all stakeholders and/or internal and external audience. It introduces the community to all the Academic and Scientific programs and initiatives. The department continues to seek and employ the latest Information Communication Technologies (ICT) to achieve the vision, mission and goals of the University. The department monthly publishes University Newspaper “The University Pulse”. Through the magazine, Relations and Media can communicate with KSAU-HS community about the latest and most updated events and achievements of the University. The main goals of the department are:

- Raising the level of awareness and knowledge of KSAU-HS as a specialized University in health sciences.
- Define programs and academic disciplines that are offered in the University
- Promotes the University's identity in a positive way.
- Introduce the University achievements in the fields of education, scientific research, and community service. In addition, it defines the role of KSAU-HS in the scientific developmental renaissance in Saudi Arabia.
- Strengthening the channels of communication between the University and its employees in order to achieve their highest level of job satisfaction.

- Participate with the academic and administrative departments in the University in order to manage and organize their occasions, and promotes a positive image of the University.

Information Technology Services

The IT Services (ITS) aims to be a center of excellence for technology enablement of health sciences education, and a source of competitive advantage for the University to attract top talent. ITS works in partnership with faculty, students, and staff to leverage technology for innovation, collaboration and the continuous improvement of University processes. ITS in Jeddah and Al Ahsa have their own Directors, through whom the General Director can delegate regional matters.

The department is divided into the following sub-departments by function:

- Enterprise Architecture: Provides and maintains the middleware layer of all systems' integration, through Service Oriented Architecture.
- Advanced Communication: Responsible for the administration of LAN, WAN, WLAN, and IP telephony, in addition to being responsible for the installation, configuration, and management of Audio Visual communications.
- Infrastructure Services: Responsible for implementation of commissioning, as well as management and maintenance of infrastructure services, in addition to governing Data Center and all its components.
- Enterprise Applications: Responsible for the development, support, and maintenance of enterprise applications. They provide application development, creating any customized applications for the university business stakeholders (supporting Procurement, Finance, HR, and Payroll departments).
- End-Service and Governance: Responsible for the establishment and maintenance of a governance framework to monitor, control, and report upon the ongoing performance of the ICT functions. Further, they perform strategy planning and strategy reviews, in addition to Knowledge Management and Business Intelligence Analytics.

Corporate Educational Technology Services

The role of Corporate Educational Technology Services (EduTech) has many facets, from integrating technology with education to offering technical support to the users across the University. The EduTech is responsible for the development and operations of the many innovative educational systems adopted in the University. This department is charged with managing the educational information technologies, policies and procedures, web services, as well as instructional technology and software department. The EduTech supports the growing needs of the University by providing the necessary support for email accounts, file sharing, as well as smart classroom support. The department initiates, manages, and supports appropriate technological advancement which will support the continued growth and development of educational resources. Additionally, the department operates the University's educational system servers and digital services, oversees and supervises IT departments in the colleges and provides technical support and training for its employees. The department aims to providing the University Community with easy, safe and trusted access to information for Educational and Research purposes from anywhere and at any time.

The EduTech Department provides the following support services for KSAU-HS Staff, Faculty and Students:

- E-Learning Services
 - » Learning Management System (Blackboard)
 - » Virtual Classroom Support
 - » Recording and broadcast lectures
 - » Assessment System
- Classroom Technical Support and Helpdesk System
- Student Information System (SIS)
- Library Management System
- Online Admission System

- User account and E-Mail management
- Website development and hosting
- Online and mobile application development

Delivery of Education

University Faculty

Faculty are expected to assume a responsibility to pursue teaching and scholarly activities which necessitate free inquiry, intellectual honesty, free expression, respect for the dignity and rights of others, and openness to change. Faculty rights and responsibilities practiced within the University must be compatible with these characteristics. These are also extended to its teaching, research, and community service and involve both the faculty and students. University Faculty are expected to provide students with same principles that they claim for themselves, namely, the freedom to consider conflicting views and to make their own evaluations of data, evidence, and doctrines. Moreover, University Faculty has a responsibility to maintain an atmosphere conducive to intellectual inquiry and rationale.

Campuses

The University delivers education by several Colleges and Deanships in the three campuses in Riyadh, Jeddah, and Al-Ahsa:

Riyadh Campus

1. College of Medicine - Two Programs
 - Medical Program (MD)
 - Masters in Medical Education (MME)

2. College of Applied Medical Sciences - Nine Programs
 - Respiratory Therapy Program (RT)
 - Emergency Medical Services Program (EMS)
 - Clinical Laboratory Sciences Program (CLAB)
 - Cardiovascular Technology Program (CVT): Echocardiography (EKG) and Catheterization (Cath)
 - Occupational Therapy Program (OT)
 - Anaesthesia Technology Program, (ANEST)
 - Clinical Nutrition Program (CLN)
 - Radiological Sciences Program (RSP)
 - Audiology and Speech Therapy Program (SPA)
3. College of Pharmacy - One Program
 - Pharmacy Program (Pharm. D)
4. College of Dentistry - One Program
 - Dentistry Program (DDS)
5. College of Nursing - Two Programs
 - Nursing Program (BSN)
 - Masters in Midwifery
6. College of Public Health and Health Informatics - Five Programs
 - Bachelor in Health Informatics System
 - Masters in Health Informatics
 - Masters in Health System and Quality Management
 - Masters in Epidemiology and Biostatistics
 - Masters in Bioethics
7. College of Science and Health Professions - Pre-Professional Program

Jeddah Campus

1. College of Medicine - One Program
 - Medical Program (MD)
2. College of Applied Medical Sciences - Six Programs
 - Respiratory Therapy Program (RT)
 - Emergency Medical Services Program (EMS)
 - Clinical Laboratory Sciences Program (CLAB)
 - Occupational Therapy Program (OT)
 - Anaesthesia Technology Program (ANEST)
 - Radiological Sciences Program (RSP)
3. College of Nursing - One Program
 - Nursing Program (BSN)
4. College of Science and Health Professions - Pre-Professional Program

Al-Ahsa Campus

1. College of Applied Medical Sciences - Four Programs
 - Respiratory Therapy Program (RT)
 - Emergency Medical Services Program (EMS)
 - Clinical Laboratory Sciences Program (CLAB)
 - Radiological Sciences Program (RSP)
2. College of Nursing - One Program
 - Nursing Program (BSN)

KSAU-HS Deanships

- Deanship of Postgraduate Studies: The Deanship manages postgraduate residency and subspecialty programs. The Deanship also oversees the postgraduate courses, continuing medical education, conferences and symposia, and scholarship office.
- Deanship of Admission and Registration: The Deanship aims to improve the mechanisms of admission, registration and optimum utilization of the University's capacity as well as easily provide services for students via modern technologies.
- Deanship of Student Affairs: The Deanship of Student Affairs is concerned with student affairs outside the classroom and is responsible for extra-curricular activities to improve the student's physical, mental and behavior abilities. The Deanship also oversees the activities of Student Club as well.
- Deanship of Quality Management: The Deanship's mission is to disseminate and enhance the culture of quality among the University community through an efficient quality assurance system, provide effective support for continuous improvement in quality through contribution in evaluating the University units' performance in teaching/learning.
- Deanship of Development: The Deanship is responsible for strategic plan management, performance management, Bylaws management, and reports and analytics.
- Deanship of Library: The Deanship is planned to oversee the library activities in the University.

University Research and Scholar activities

King Abdullah International Medical Research Center

The Research Center represents the research arm of the University. The center has a vision to be a leading international health science research institution. It looks toward acquiring, managing, and executing academically biomedical research Programs. The Research Center covers a high-quality scientific set up consisting of first-class research enabling technology platforms. These ground-breaking platforms include animal laboratories & testing rooms, DNA & stem cell cord banks, genomic medicine, bioinformatics and biostatistics, shared core facilities and molecular imaging suites. There are three branches of Research Center. Besides the Research Center in the central region; there are branches in the Western Region (WR), and in the Eastern Region (ER).

Student Research Board

The board is created to guide students' research in the University with the aim to encourage students to publish their work in recognized journals. The University Student Research Board advises students and their supervisors to publish in Pub-Med-Listed Journals. The Board has the following charges:

- To establish University Research unit for promotion of university students' research in all colleges and postgraduate deanship.
- To suggest research topics for students in coordination with faculty of different specialties.
- To evaluate research projects of students and facilitate their conduct, analysis, presentations and publications.
- To organize the annual competitive Preparatory Scientific Research Meeting as well as other research related events.
- To recommend the selected student research projects to be presented and published regionally, nationally and internationally.
- To create a database of all University students research projects selected for presentation or publication.

Clinical Teaching and Training Environment

The three campuses are in close proximity and integrated with affiliated tertiary care teaching and training facilities of the Ministry of National Guard Health Affairs Medical Cities. These facilities are approved for Residency and Fellowship programs by the Saudi Commission for Health Specialties as well. The Joint Commission International (JCI) has recently re-accredited the medical cities that are accredited as academic institutes in Riyadh and Jeddah.

- Riyadh Campus: King Abdulaziz Medical City that hosts:
 - » King Fahad Hospital
 - » King Abdullah Specialized Children Hospital
 - » King Abdulaziz Cardiac Center
 - » Ambulatory Care Center
 - » Emergency Care Center
 - » Trauma Center
 - » Dental Care Center
 - » Primary Health Care Centers
- Jeddah Campus: King Abdulaziz Medical City that hosts:
 - » King Khalid Hospital
 - » Princess Noura Oncology Center
 - » King Faisal Cardiac Center
- Al-Ahsa Campus: King Abdulaziz Hospital



جامعة الملك سعود بن عبدالعزيز للعلوم الصحية

King Saud bin Abdulaziz University for Health Sciences

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