

## MANAGING OF INSTITUTIONAL SELF-ASSESSMENT PROCESSES AS APPROACH TO QUALITY ASSURANCE AT HAIL UNIVERSITY

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**ABSTRACT:** The present work aimed to introduce Hail University experiment in institutional self-assessment in 2013/2014 academic year, the University aimed from this assessment to analyze the current situation of Hail University using institutional self-assessment technique, this is one of the requirements of National Commission for academic accreditation and assessment in Saudi Arabia before introducing for local accreditation. The study used the descriptive method its suitability for the nature of the current study. The results indicated that, the University is suffering from some weakness points in three activities. The most strength points in Hail University appeared in community services than teaching and learning activities. However, Research activities came in the third rank.

**KEYWORDS:** Managing, Quality Assurance, Hail University, Self-assessment, Strength and weakness points, KPIs.

### INTRODUCTION

It Quality assurance is systematic work , application of objective procedures to evaluation of how effectively a university/faculty/department/program is working, as part of continuous monitoring of good levels of quality at the university, for continuous improvement. (The Macau University, 2014).

Besides It is an instrument designed and developed to add a great value to higher education by presenting a high quality. An effective high quality/ higher education system which is internationally recognized and a well-established National Quality Culture are essential for growth in developing countries like Saudi Arabia. . (Batool and Qurashi, 2000). so No doubt that the application of quality assurance is a continuous process and therefore, continuity of plans , procedures , activities and efforts is a prerequisite for quality in higher education. (Batool and Qurashi ,2000).

In keeping with this principle the approach to quality assurance and accreditation of institutions in the Kingdom of Saudi Arabia( like Hail University) is based on self-assessment in relation to generally accepted standards of good practice, verified by independent internal review. To support this approach the standards are supported by self-assessment scales through which institutions (or sections responsible for particular functions within them) rate their own performance using a starring system, drawing on evidence relevant to the particular matters considered, and with independent advice to corroborate their conclusions(National commission for Assessment, 2011).

The main aim for self-assessment at hail university is Monitoring the nature of the current situation at the university through identifying weaknesses and strengths at university and developing procedures for improvement.

## PROBLEM OF THE STUDY

The study problem is represented in the following main question : How can the management of the institutional self-assessment at Hail University ?

The fork of this question President the following sub-questions:

1. What is meant by institutional self-assessment and What are its stages?
2. What is the reality of institutional self-assessment at Hail University?
3. What are the main strengths and weaknesses revealed by institutional self-assessment process?
4. What are the main improvement procedures that university followed to handle the weakness points ?

## AIM OF THE STUDY

The present work aimed to evaluate the current situation of Hail University through assessment of teaching and learning activities in addition, scientific research and Community activities. The purpose of this process was to evaluate the situation in each activity, for develop a plan for the improvement of the activity, as part of the quality assurance strategy of the university.

## IMPORTANCE OF THE STUDY

The importance of the current study are summarized in the following points:

1. provide for responsables at Hail University specifically the nature of the current situation of the University, including the strengths and weaknesses points of the three functions of the university, education, scientific research, and community service.
2. meeting the requirements of National commission for Assessment and academic Accreditation in Saudi Arabia , where required to do self-assessment process before applying file to get accreditation.
3. enlighten university responsables how to manage self-assessment processes starting from defining the goal of the process and the ending with writing a comprehensive report about it.

## PREVIOUS STUDIES

The study will handle throw expanding the Literature review .

## LITERATURE REVIEW ABOUT SELF-ASSESSMENT PROCESS

Recently, there have been calls to apply quality measures to higher education institutions in Saudi Arabia. The National Organization for Assessment and Accreditation in Saudi Arabia launched the quality assurance certificate program – that requires the application of 11 standards covering the three main fields education and learning, scientific research and community service. and these standards are mission and objectives , Program Administration , Management of Program Quality Assurance, Learning and Teaching, Student Administration and Support Services, Learning Resources , Facilities and Equipment, Financial Planning and Management Faculty and Staff Employment Processes , Research and Relationships with the Community ([National commission for Assessment and academic Accreditation,2011](#))

Given that the goal of applying these standards is to achieve the ongoing improvement for educational services, self-assessment studies had to be conducted across higher education institutions in Saudi.

**Self-assessment can be defined** is a " Process" carried out by a team of university and shared by all workers ( faculty members , administrators and students) for monitoring the current reality for all academic and administrative units of the university and identifying of the strengths and weaknesses according to the standards of the National commission for Assessment and academic Accreditation.

([El-Haj, Majid and Jreisat ,2009](#)) defined it as the process through which the Performance of the subjects (be they individuals or institutions) undergoes a qualitative and quantitative judgment and appraisal – based on the concept the evaluator adopts in understanding or weighing performance and in light of the objectives at hand such as the use of certain benchmarks to understand the inter-relation among the various components of the assessment or evaluation process.

Saudi higher education Institutions should conduct an internal assessment - to monitor the current situation through pinpointing strength and weakness points then making improvement plan. And this means the self-assessment of the higher education institutions can be considered a mechanism to improve performance in a campus.

**The self-assessment team** should develop an action plan to conduct the process of assessment with a timeline to implementation ; the participants should be identified, roles assigned, and a follow up them . The team holds meetings to discuss with the participants their suggestions so as to ensure that all stakeholders are engaged and achievement levels attained. . (Jaradat, 2012) (Alalfy, H. R.; I. S. Al-Aodah, and E. A. Shalaby ,2013).

**Self-assessment aims** at Monitoring the nature of the current situation at the university through identifying weaknesses and strengths at university and developing procedures for improvement that need to Taken into account in any future plans.

**The list of basic standards** of self-assessment includes the following items (Jaradat, 2012): (i) management commitment (ii) ensuring the involvement of the employees of the university in The self-assessment, (iii) integration of the objectives And activities necessary to achieve them, (iv) development of performance indicators (v) keeping records and documentation of the entire self-assessment process.

**The institutional self-assessment includes** three phases as following : (Hail university,2013) (National commission for Assessment,2007)

**First:** planning to an institutional self- assessment process by

1. University announced officially the start of institutional self- assessment process.
2. It published a culture of self-evaluation among their workers
3. It identified the general objective for the institutional self-assessment.
4. It formed the Advisory Committee, the Main Committee and sub-committees of the assessment. And identified the mechanism of the work for each phase.

**Second:** implementation of the institutional self-assessment that related to work out the plans ,strategies and procedures on the assessment .

**Third:** the final report

This report including a comprehensive description of the procedures that university Carried out and a presented of the evidences that supported the results of the report.

## METHODOLOGY AND PROCEDURES

For understand how the self-assessment process applied at Hail University and why it may succeed, the descriptive approach has been used. This approach was chosen because this is preferred when "how" and "why" questions are being asked. The study has been used various methods: interviews, surveys, observation, documentary data and feedback. This way enhances the belief that the result is a true and accurate one. Also The data collect by interviews and observation with the persons responsible for the self-assessment team in each level. This information was used to analyze the procedures, hardships, steps of application and key factors in the process.

The study conducted at University of Hail in the first semester of 2013- 2014 / academic year the study used a sample 10% of students, and a sample 25% of the faculty members , and a sample 20% of administrators .

### For more clarification about the study methods

#### The study used these tools

##### 1- Data Collection

Several data about teaching and learning, scientific research and Community activities in different units in Hail University. Data collected using several tools as follow:

**A- Questioner**

Applied on 25% of University staff, 50 employments, 25 stockholders, 20% of postgraduate students, 10% of graduate students, and all of leaderships.

**B- Meetings**

Applied on 20% sample of student, all leaderships, and 25% of University staff.

**2-Evaluation of standards**

Evaluation of practices related to teaching and learning techniques, scientific research and community services were depend on documentation from NCAAA as follow:

**A- Assessment of learning and teaching included evaluation of the followings practices**

1-Institutional oversight of quality of learning and teaching, 2- Student learning outcomes, 3- Program development processes, 4- Program evaluation and review processes, 5- Student assessment educational assistance for students, 6- Quality of teaching, 7- Support for improvements in quality of teaching, 8- Qualifications and experience of teaching Staff, 9- Field experience activities, 10- Partnership arrangements.

**B- Assessment of Research included evaluation of the following practices:**

1- Institutional research policies, 2- Teaching staff and student involvement, 3- Commercialization of research, 4-Research facilities and equipment.

**C- Assessment of Institutional Relationships with the Community included evaluation of the following practices**

1- Institutional policies on community relationships, 2- Interactions with the community, 3- institutional reputation.

**3- Statistical numerical**

No	Activities	Number
1	Number of target groups of questionnaires	8
2	Number of individual interviews	256
3	Number of group meetings	16
4	Number of meetings with Beneficiaries	1640
5	The number of participants in the sub-committees	62
6	Number of site visits	49

**RESULTS AND DISCUSSION**

This paper has described a self-assessment process in a Hail University, analyzing its strength and weakness points and improvement proposals. In the light this we can summarize the strength and weakness points as the followings:

**1- Teaching and learning**

**Strengths points** (the important Strengths points)

- 1- Were polled beneficiaries, especially the final year students, and the initial stages of academic programs in accordance with the model of the student experience and the quality of the program form the breastplate from the National Assessment and Accreditation.
- 2- Preparation of descriptions of programs for all enterprise software models of the National Assessment and Accreditation.

- 3- Have been prepared for college programs in the light of the report of the National Commission for models Assessment and Accreditation with the internal audit of the Deanship of Quality and Development.
- 4- Was launched in the implementation of workshops for the design and development of educational programs at the university level to take corrective action in light of the weaknesses in current programs.
- 5- Is to discuss developments and modifications programs through the commission for the development of programs, which is chaired by the Vice President for Academic Affairs.
- 6- Has internal audit reports for all programs with your organization's benefit colleges and programs that discuss and recommend improvement plan governing councils to take corrective action and implement the recommendations of the audit team for the following year.
- 7- You may have been prepared for each course and each course is comprised of a report on the characterization and modeling of decision and periodic examinations and also to answer typical and statistics courses and report on student assessment of the decision and the school office hour's quarterly faculty members.
- 8- Have been prepared specifications for the paper containing test scores on the formal and substantive criteria which have to be consulted in the preparation of the tests.
- 9- Distribution of students to faculty members to provide support and advice Allazmeyan (Academic Advising) and the announcement of their office hours.
- 10- Identify and evaluate sources of teaching and learning through the characterization of the programs and courses and report programs and courses.

**Improvement proposals** (the important Improvement proposals points)

- 1- Preparation of a mechanism supported for calendar Comprehensive suggests new academic programs.
- 2- Develop a system for periodic review of the performance indicators for each program with corrective actions in the light of the results of the audit.
- 3- Should discuss all the proposals associated with the development courses and programs and everything related audit reports in the governing councils of institutional education.
- 4- Must be cooperation of all academic and administrative units and Deanships in implementing the strategy for improvement to deal with the issues that affect the public programs in all aspects of the enterprise.
- 5- Adopted academic standards and accreditation for academic programs after consultation with the views of beneficiaries and advertising.
- 6- Survey of the views of the beneficiaries about the extent to which the outputs of educational programs targeted at graduates.
- 7- External review of all academic programs (and characterization report).
- 8- Coordination between content and strategies that have been developed in the course descriptions , and apply them in practice; to ensure gradual progress and effective learning in all areas of learning in all programs.
- 9- There should be follow-up and Consultants to advise on the content and quality of programs.
- 10- The need to increase the means of advertising and media for the characterization of programs and courses for all beneficiaries of the students before starting to teach courses.

**2-Scientific Research**

**Strengths points** (the important Strengths points)

- 1- The institution has appropriate infrastructure to support the research activities of the faculty with the availability of security and safety systems.

- 2- Foundation provides financial support to undertake research in all parts of the organization, but that is inadequate and needs more spending.

**Improvement proposals** (the important Improvement proposals points)

- 1- The number of university research plan in the light of the actual needs of the surrounding community.
- 2- Identify points of reference for comparing the performance of the target.
- 3- Provide specific policies, especially the establishment of institutes or research centers.
- 4- Preparation of a mechanism to stimulate or encourage cooperation with the productive sectors and research bodies, local and international.
- 5- Increase the financial allocations for scientific research activities to the institution.
- 6- Preparation of a mechanism approved and disabled to support new faculty members to help them develop their research activities.
- 7- To encourage faculty members to carry out joint research on the level of divisions between the college and university faculties as well as cooperation at the international level.
- 8- Create a center for the development of research activities such as the development of research projects and provide business opportunities possible.
- 9- To provide regulations to avoid conflicts of interest and arbitration of intellectual property.
- 10- Increase the financial allocations to finance the facilities and services necessary for scientific research.
- 11- Develop policies and specific rules clearly define the ownership of facilities, equipment and maintenance responsibility.
- 12- Increase the diversity of sources to gather information for the faculty.

**3-Communityrelationseducational institution**

**Strengths points** (the important Strengths points)

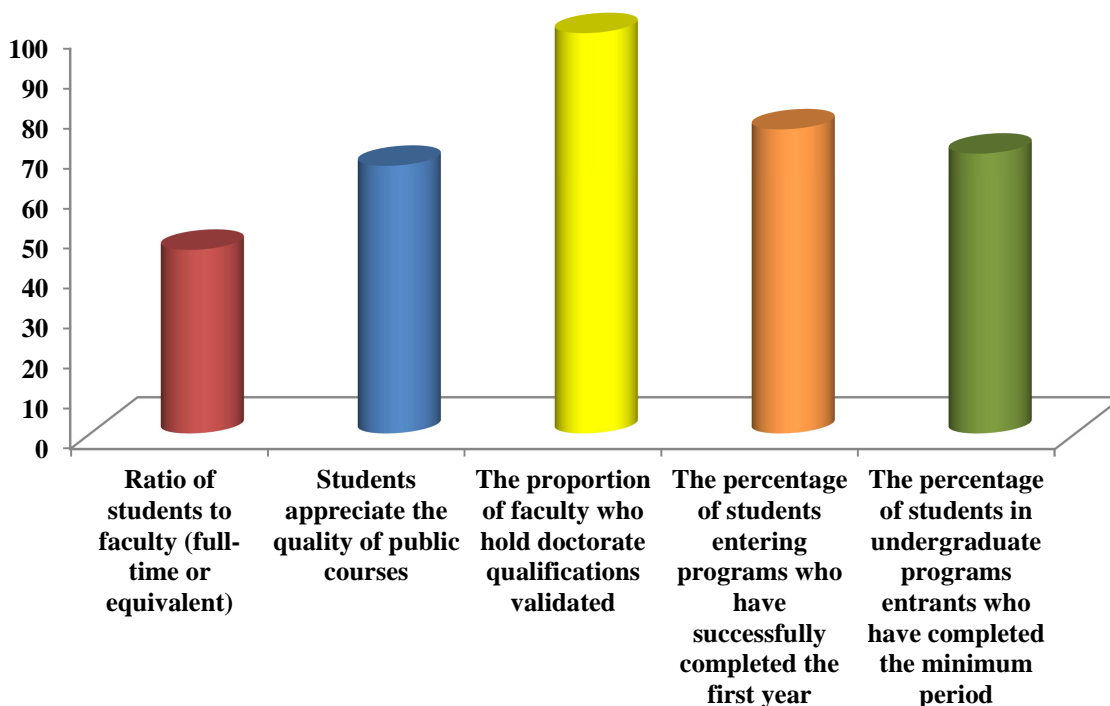
- 1- The University offers some Deans and some colleges and some agencies of many community services, whether in the form of training or consulting works.
- 2- Preparation of annual reports on the services provided by the university to the community.
- 3- Issuing magazine university and the community on a regular basis (Annual).
- 4- issuing an introductory guide to the university represented in the Deanship of Community Service unclear where the most important services provided by the university to the community and the most important centers which relate to community service.
- 5- Correlation university links with some of the schools through the College of Education to train teachers on the latest strategies for training are also trained principals to raise the efficiency of administrative and academic, as well as the development of human resources through conferences and workshops.
- 6- Faculty of Medicine provides treatment services for students and early detection of certain diseases and health awareness in schools in the Hail region.
- 7- The creation of five chairs and scientific center of the University of Hail research and advisory services.
- 8- The University offers several courses for the development of human resources for the Civil Defense, and the training of trainers on effective communication skills and dealing with hearing impaired to security patrols.
- 9- Establishing a dental colleges and Sharia law as well as the Postgraduate Diploma, Faculty of Science and bridge the faculties of Health Sciences and in light of community service and development trends in the Kingdom.
- 10- To prepare a study to determine the extent of the contribution of the university in the development of the local community and to find out look to it and to the activities offered.

**Improvement proposals** (the important Improvement proposals points)

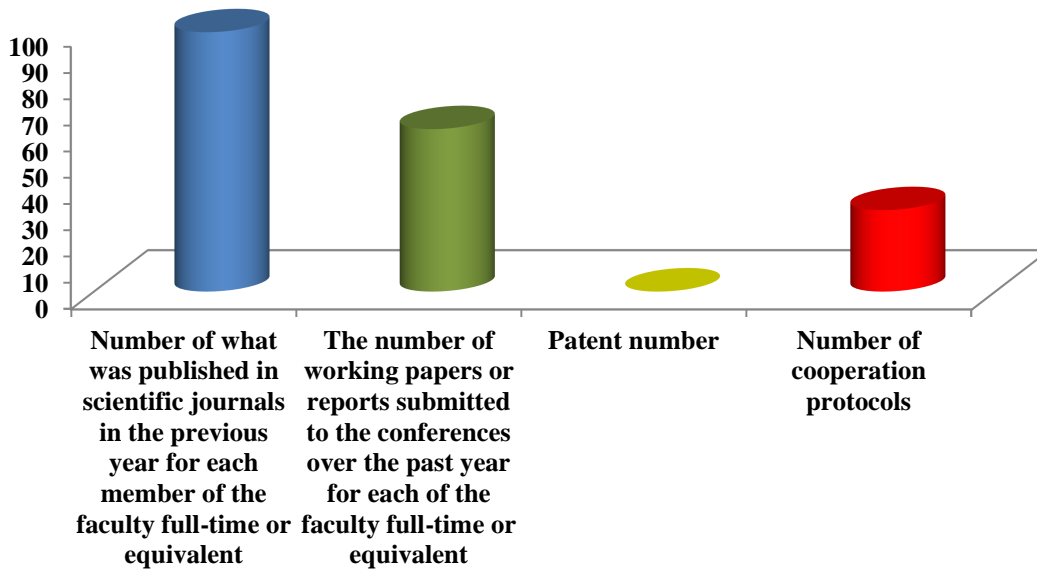
- 1- Activating the community service portion of the message and the vision of most of the university's colleges.
- 2- Preparation of policies, especially the role of the service to the university in community service with the activation of those policies.
- 3- The announcement of the results of the annual reports for community service among all employees of the university.
- 4- Update enterprise data on the Web on a regular basis with the preparation of a clear mechanism and specific deans and colleges about the mechanism of updating and upgrading the data on the site of the university.
- 5- Prepare policy encourages faculty and staff to participate in the seminars that discuss the issues of the community and where the review of development plans.
- 6- Establishing views or professional service organizations to support the community through colleges and scientific departments, using the expertise of faculty members.
- 7- A study of the needs of the labor market so as to strengthen cooperation with the local industrial sector and employers to provide work experience for graduates of the university and increase employment opportunities.
- 8- Set up a database of graduates from all faculties of the university.
- 9- post employers and owners of professions in advisory committees and boards of colleges and departments to participate in the development programs of the colleges.
- 10- Continue all colleges with schools in Hail to provide support in the areas of specialization and to provide information about the university's programs and employment opportunities for the future.

**KEY PERFORMANCE INDICATORS**

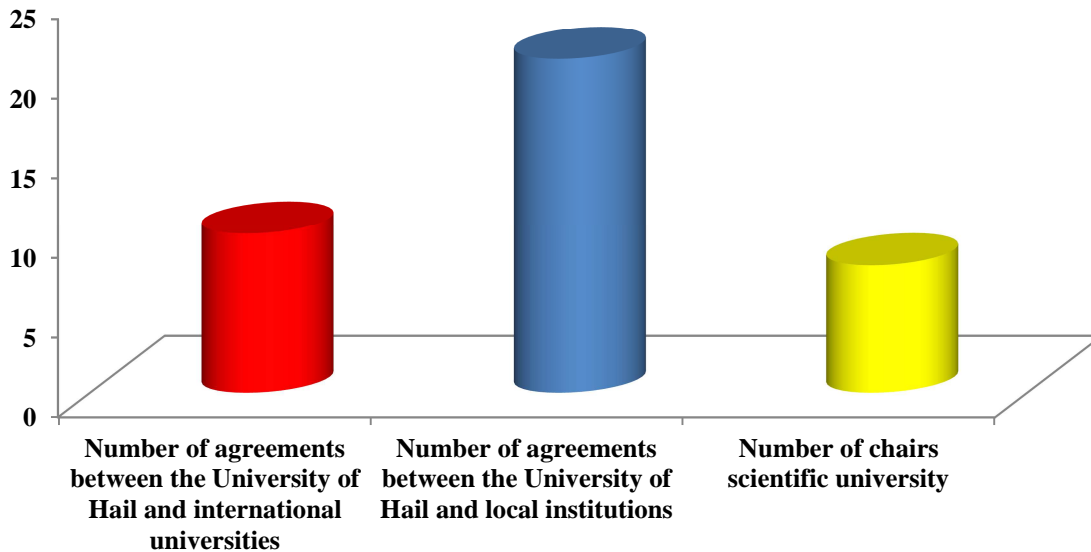
**1- Teaching and learning indicators**



**2- Research indicators**



**3- Community services indicators**



**CONCLUSION**

This research has studied a self-assessment practices in a Hail University, including Steps of application, process, the obstacles, benefits and key factors. The results show that a university can use self-assessment process as a tool for continuous improvement planning, like, improving education and learning, research and community services, creating quality awareness and developing a continuous improvement approach for the whole service. For this purpose, the university must Execution the improving proposals that Resulting of the self-assessment.

The contribution by this paper is that it describes a complete self-assessment process at Hail University, listing the obstacles and benefits, and it mentions all the key issues necessary to lead to successful results.



## RECOMMENDATIONS

In light of these findings, the study makes the following recommendations:

1. Hold training workshops on the procedures to execute/ implement self-assessment that focus on the practical aspects and development of quality-based performance criteria.
2. promotion of self-assessment culture campus-wide.
3. more studies on self-assessment at universities.

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