

Policy Code	Policy Name		
DAU 2-1	Quality assurance and Continuous Improvement Policy		
Responsible Executive	Current Revision Date	Next Revision Date	
Directorate of Quality Assurance	6/2023	6/2027	

### 1. Policy Purpose

DAU is committed to quality assurance and continuous improvement in all aspects of its operations as an institution of higher education. The purpose of this policy is to set out DAU's approach to quality assurance and continuous improvement.

### 2. Policy Scope

This policy shall apply to all academic areas and key administrative service and supportive units of DAU operations.

### 3. Policy Statement

The mission of DAU is to provide a high-quality educational experience, to foster a vibrant research environment, and to provide quality service to the community at large. This policy outlines our commitment to quality assurance and continuous improvement to achieve these goals..

#### DAU Quality Assurance Objectives

DAU will strive to achieve the following objectives to maintain its level of commitment to academic standards, quality assurance, and continuous improvement as follows:

#### A. Promotion of the culture of assessment and continuous improvement across all units in the University by:

- Actively promoting a culture of evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units in the University.
- Enhancing the understanding and implementation of new processes and procedures developed for continuous quality improvement and closing the Quality Assurance loop.
- Extensively involving faculty, staff, students and other internal as well as external stakeholders in the quality assurance process.
- Increasing student representation and involvement in the decision-making process, specially in their academic programs' issues and their student life affairs.

#### B. Enhance the communication and implementation of DAU's quality assurance mechanisms as outlined in its Quality Manual to achieve continuous quality enhancement across all units by:

- Providing accurate, timely and relevant information for development, assessment and follow up of strategic and operational plans at units and the university level.
- Providing suggestions and recommendations to Top management, deans, and line managers for continuous quality improvement.

- Prepare effective reports based on the analysis of institutional data and suggest actions to help achieve the specified targets.
- Providing development and assessment related to the training through various workshops on a regular basis.
- Regularly involving faculty, students, staff, internal and external stakeholders in the quality assurance process.
- Improving the process of collecting, organizing, and publishing institutional data.

**C. Revising and updating the all the University documents and the documentation system to ensure their consistency and compliance with ETEC- NCAAA Standards.**

**D. Improving substantially the quality of documents prepared for accreditation and reaccreditation, as well as response reports submitted to the ETEC- NCAAA.**

**E. Organizing workshops for both academic and non-academic units to enhance the understanding of new processes for continuous quality improvement and closing the loop.**

#### **4. Policy Procedure**

The policy applies to all academic areas as well as key administrative, service, and support units at DAU. All aspects of DAU's operations and educational programs shall be monitored, reviewed, and assessed regularly using the necessary processes, templates/forms. Using the evidence-based outcomes of the quality assurance processes for both the Academic and Administrative areas, recommendations will be made to the College Deans, Office Managers, and DAU's Top Management for continuous improvement.

##### **A. DAU Quality Model**

As shown in Figure 1, DAU Quality Processes follow Deming's PDSA cycle of learning and improvement (Plan, Do, Study, Act).

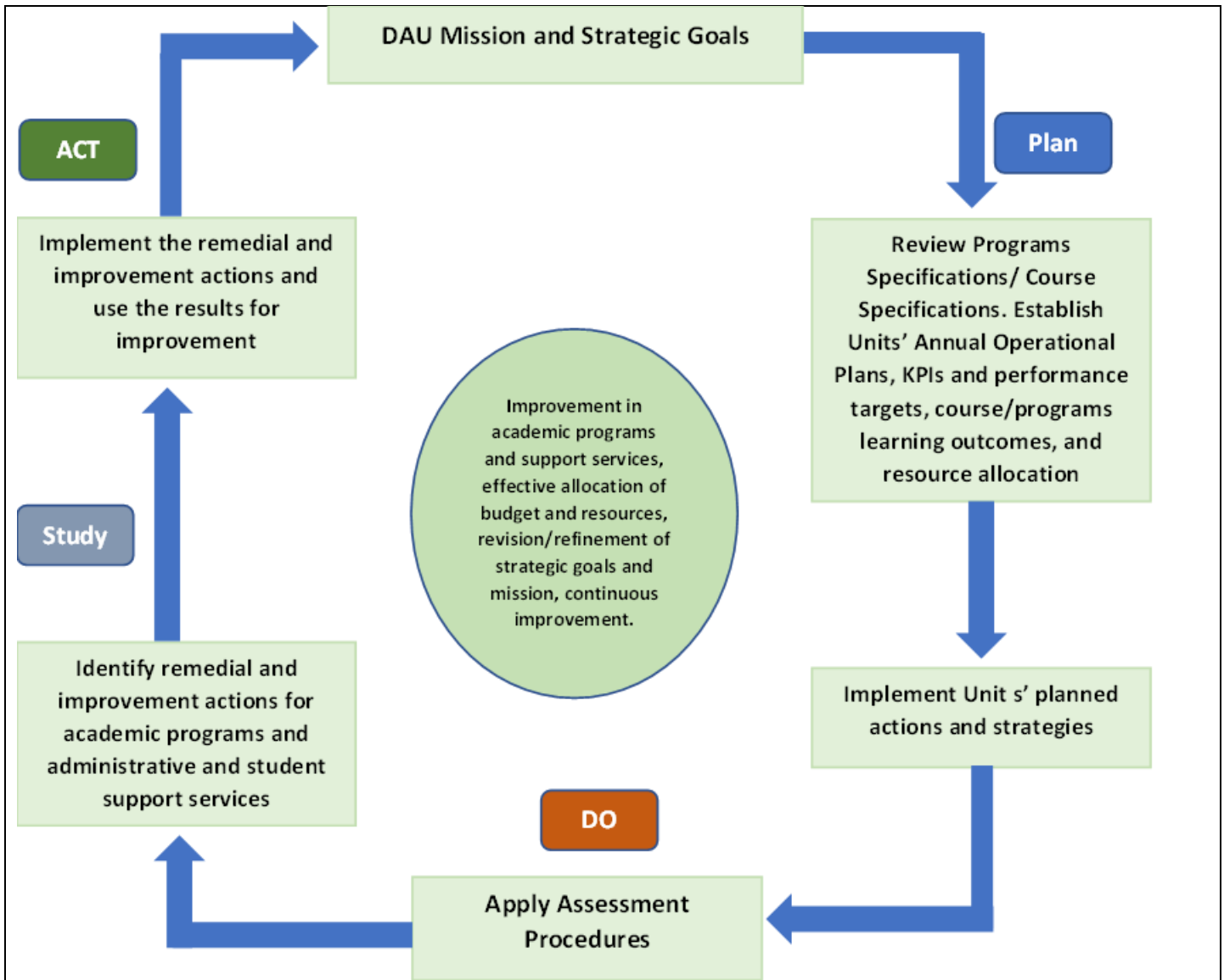


Figure 1: DAU's Continuous improvement and sustainability cycle Deming's PDSA cycle of learning and improvement

**B. The main components of the assessment process are as follows:**

- Developing of College mission and goals aligned to university mission and goals.
- Developing Department/Program mission and goals aligned to the College mission and goals.
- Developing of Program Learning Outcomes (PLOs).
- Ensuring that the Programs Learning Outcomes (PLOs) are aligned to NQF and consistent with the ETEC-NCAAA standards.
- Developing course learning outcomes and their mapping matrix to the program learning outcomes.
- Selecting and designing assessment instruments for program learning outcomes and course leaning outcomes which include:

- Direct assessment Methods
- Indirect assessment Methods
- Setting the benchmarking criteria for achieving the program goals, program learning outcomes and course learning outcomes.
- Follow up the Detailed assessment cycle.
- Analyzing the data and finalizing the assessment results.
- Distribution of assessment results.
- Reviewing assessment results and developing opportunities of improvements and best correction actions to be sustained or adopted.
- Setting a detailed plan for implementing improvement and correction actions.
- Monitoring the implementation of the improvement plans and closing the quality loop.

### C. Assessment Outcomes and Closing the Quality Loop

All academic and non-academic units at DAU will be assessed and evaluated consistently using the DAU Quality Model which leads to continuous improvement of the Academic Programs and administrative supporting services through the closing of the loop, with the goal of achieving the University's strategic goals and mission.

- The assessment procedures shall evaluate the extent to which the KPIs of units and PLOs of academic programs have been achieved.
- Based on the evaluation results, improvement plans for academic programs as well as administrative and student support services shall be identified.
- The Quality Loop shall be closed by assessing the impact of these improvement plans.
- The evaluation results help in improving the academic programs as well as the support services, effective allocation of budget and resources, revision/refinement of strategic goals and mission, and above all continuous improvement of programs and services.

### D. Assessment of Academic Programs

- Using performance measurement tools (for direct and indirect assessment).
- Assessing the achievement of course learning outcomes (CLOs) for all offered courses in each semester.
- Evaluating students' overall satisfaction with all offered courses in each semester.
- Reporting on the quality of the course and the course improvement plan for all offered courses in each semester using ETEC-NCAAA - Course Report.
- Documenting the course quality assurance by Course File for all offered courses in each semester.
- Assessing the achievement of program learning outcomes (PLOs) of all academic programs.
- Evaluating students' overall satisfaction with their academic programs, teaching, and administrative and support services provided to them.
- Assessing alumni's satisfaction with the education received at the University.
- Assessing employers' evaluation of the program graduate's proficiency.
- Assessing the achievement of program key performance indicators (P-KPIs) of all academic programs.

- Reporting on the quality of academic programs and improvement plan for all offered programs in each academic year using ETEC-NCAAA - Annual Program Report.
- Assessing the achievement of DAU key performance indicators (I-KPIs).

#### E. Assessment of Administrative and Academic Support Units

- Staff satisfaction surveys.
- Students' satisfaction surveys.
- Data collection, analysis, and compilation of assessment results.
- Assessment of units' key performance indicators (KPIs).
- Communicating the unit's assessment results to it.
- Reviewing assessment results and accordingly developing correction and improvement action plans.
- Setting a plan for implementing improvement and remedial actions.
- Monitoring the implementation of the action plans.

#### F. Support to Top Management

- Providing analytical and technical assistance to DAU's top management to support the strategic planning process and the operational decision-making.
- Submitting effective reports that support top management in the preparation of self-studies and development initiatives.

#### G. Governance of DAU Quality System

For effective implementation of DAU quality assurance policy, the University has established General Directorate of Planning, Development and Quality Assurance (GDPD&QA). Directorate of Quality Assurance (DQA) is administratively affiliated to GDPD&QA. DQA is responsible for developing and following up the implementation of the Quality policy and Quality system at Dar Al Uloom University in cooperation with all academic and non-academic units. **Figure 2** shows the GDPD&QA organizational structure including DQA sub-structure:

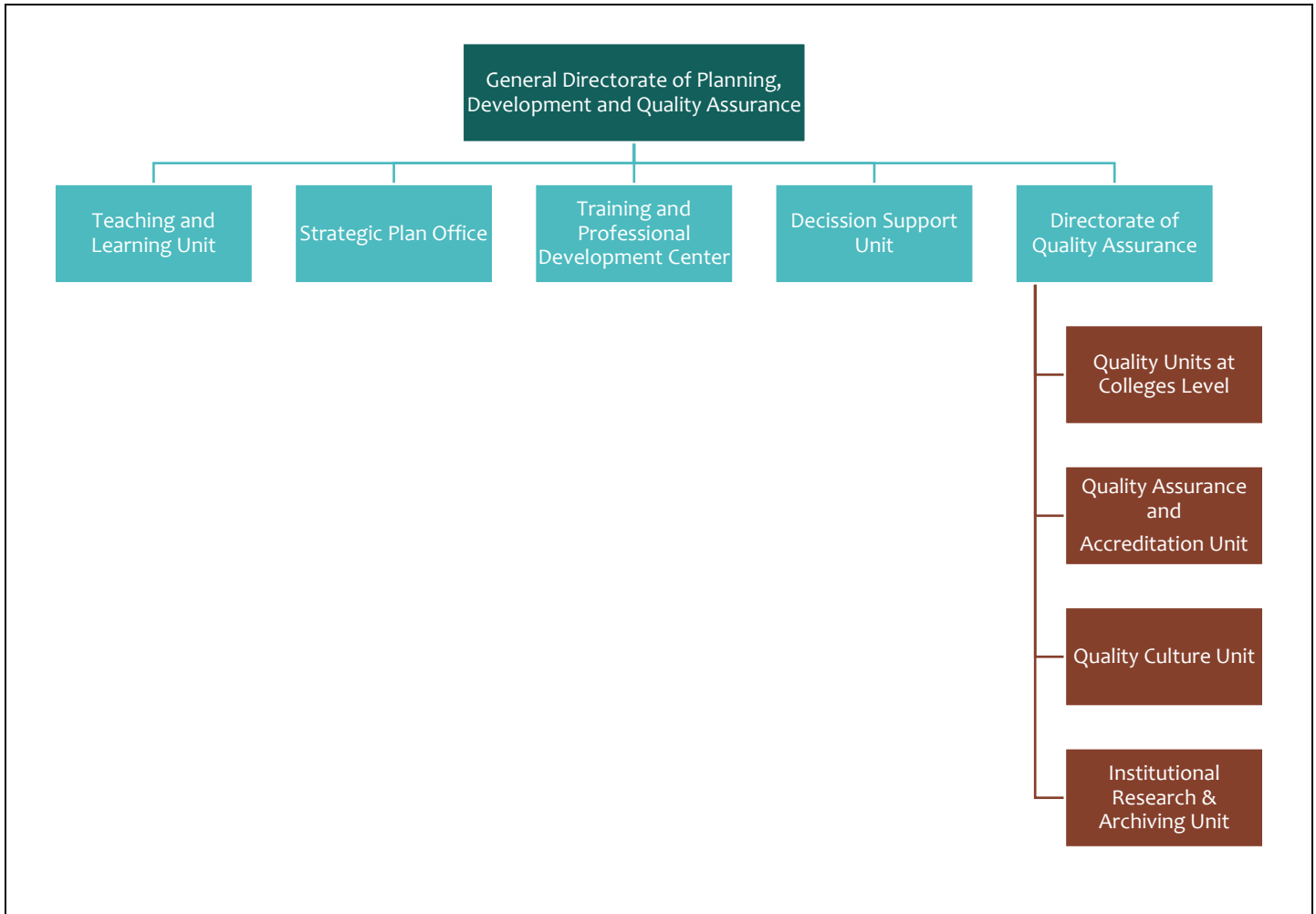


Figure 2: The GDPD&QA organizational Structure

### G.1 Roles and Responsibilities of All Units Related to DAU Quality System

#### 1. General Directorate of Planning, Development and Quality Assurance (GDPD&QA):

- Developing and updating periodically the university's organizational structure to support its institutional excellence.
- Preparing the university's strategic plan, monitoring its implementation, measuring its performance, and developing it, in line with the university's vision and in response to local and global changes.
- Supervising the preparation of strategic plans for colleges, programs, deanships, and departments, as well as the annual operational plans for academic programs.
- Preparing and implementing the accreditation plans which aimed at obtaining local and international accreditations for the university and its programs and renewing them periodically.
- Providing consultations, supporting, and training to all university units concerning the achievement of quality requirements, local and international academic accreditation.

- Monitoring the implementation of the institutional accreditation requirements, national program accreditations, and developing improvement plans to enhance performance in accordance with ETEC-NCAAA standards.
- Preparation and implementation of a plan to develop and enhance the quality of higher education outcomes.
- Preparation of the annual report for the university.
- Preparation of studies and reports aimed at improving institutional effectiveness and supporting decision-making processes at the university.
- Analyzing the results of periodically distributed surveys, preparing reports on the results, and proposing improvement plans based on them.
- Developing and improving the academic and professional capabilities for the faculty members, and the administrative staff.

## 2. Directorate of Quality Assurance (DQA)

DQA is administratively affiliated to GDPD&QA. DQA is responsible for:

- Promoting and spreading the quality culture within the university.
- Developing the internal quality assurance system of the University.
- Planning and implementing the institutional academic accreditation from the Education and Training Evaluation Commission (ETEC).
- Providing necessary support for academic programs to obtain programmatic academic accreditation from ETEC and for its renewal.
- Providing necessary support for academic programs to obtain international accreditation from reputable organizations and for their renewal.
- Facilitating the procedures of institutional and programmatic accreditation by direct coordination with ETEC/National Center for Assessment and Academic Accreditation.
- Monitoring the commitment of colleges, academic programs, supporting deanships, and departments to implement the internal quality system at Dar Al-Uloom University.
- Assisting colleges and academic programs in developing improvement plans related to quality activities and academic accreditation.
- Monitoring the implementation of procedural plans for institutional academic accreditation recommendations.
- Providing necessary support for academic programs in implementing procedural plans for programmatic accreditation recommendations.
- Assisting in developing and implementing policies and procedures at Dar Al-Uloom University in line with quality standards and academic accreditation.
- Providing necessary training for faculty members on quality and academic accreditation activities.
- Measuring performance indicators, conducting internal and external benchmarking at the university and program levels, and preparing necessary reports.

- Preparing periodic reports on stakeholder satisfaction levels (students, graduates, faculty members, employees, and employers).
- Continuously collecting data, information, and statistical reports related to quality and academic accreditation activities.
- Documenting and archiving data and reports related to quality activities, especially course files and annual reports of academic programs.
- Supervising quality assurance units in colleges.

### 3. Quality Culture Unit (QCU)

QCU is administratively affiliated to DQA. QCU is responsible for:

- Developing strategies to promote quality and accreditation culture at DAU.
- Raising the level of awareness about quality and accreditation within DAU community.
- Using various printed and electronic formats to disseminate knowledge about quality and accreditation activities at DAU.
- Delivering and organizing workshops and training programs related to DAU Quality System and accreditation projects.

### 4. Institutional Research Unit & Archiving (IRAU)

IRAU is administratively affiliated to DQA. IRAU is responsible for:

- Collecting data about the performance of an institution,
- Collecting data about the environment of an institution,
- Analyzing and interpreting the collected data, and
- Transforming and interpreting data analyses into information that can be used to support the institutional planning, to set institutional policies and to make academic and management decisions.
- Collect and archive all main DAU's documents (decisions, policies, bylaws and regulations).
- Collect and archive all data analysis reports and performance reports.
- Ensure that the documents are approved, signed, and dated by appropriate, competent, and authorized persons.
- Documents must be regularly reviewed and kept up to date.
- Any correction made to a document or record must be signed or initialed and dated, the correction must permit the reading of the original information. Where appropriate, the reason for the correction must be recorded.
- Classification of documents into groups by type.
- Send documents to people and departments who request these documents (The individuals and departments who request these documents must have the authority to access these documents.)
- Contact all DAU's departments to collect the new or updated documents to be documented.
- Develop backup depository for all DAU's documents.



#### 5. Quality Assurance Unit at College Level (QAC):

The Quality Assurance Unit at the college level is administratively affiliated with the College Deanship and technically affiliated with the DQA to ensure adherence to the DAU quality system. The Quality Assurance Unit at the college level is responsible for:

- Advising on College-Wide priorities and strategies for quality improvement.
- Developing a procedures manual describing the college's structure and processes for quality assurance; specifying criteria for selection and formats for indicators, benchmarks, and objectives; preparing standard forms for matters such as student and graduate surveys; and advising on operational procedures for the planning and implementation of quality processes in alignment with DAU Quality System.
- Assisting internal academic and administrative units in the development of quality improvement strategies within their own areas.
- Establishing and monitoring self-assessment processes and reporting requirements aligned with DAU quality system.
- Review the course files and the program file and deliver it to the Directorate of Quality at the university.
- Providing training for faculty and staff with advice and support as required.
- Maintaining systematic collections of reports on performance including data on indicators and benchmarks that will be required for analysis and reporting on trends in performance and changes in the environment within which the institution is operating.
- Coordinating and leading the preparation of periodic self-studies for consideration within the college and for use in external reviews.
- Cooperate with Teaching and Learning Unit to Develop and implement courses/programs improvement plan.
- Assisting in the implementation of academic accreditation projects for all college programs.

#### 6. Program Quality Committee (PQC):

Each Program Quality Committee is headed by senior faculty member to:

- Maintain all documents necessary for accreditation in the program.
- Provide support and necessary information to fulfil Quality Assurance requirements.
- Disseminate a culture of quality assurance among faculty members and employees.
- Upgrade the standard level of quality in accordance with NCAAA and international standards.
- Develop the skills of academic staff and administrators in quality, teaching and research.
- Monitoring and reviewing course file submission.
- Collect necessary information related to Key Performance Indicators (KPIs).
- Benchmark the best practices in other universities or industries.
- Prepare the annual program report and annual reports for Academic Programs.
- Cooperate with the Quality Unit in the college and Directorate of Quality to implement DAU quality system effectively.

- Cooperate with the Quality Unit in the college and Teaching and Learning Unit to Develop and implement Courses/programs improvement plan.
- Provide databases for academic accreditation (Evidence, CLOs, and PLOs Assessments, KPIs, Surveys, etc.).

#### 7. Teaching and Learning Unit (TLU):

- Developing strategies, policies, and procedures for teaching and learning at DAU.
- Monitoring and coordinating with quality units in colleges to ensure compliance with the requirements of the Education and Learning Standard (the third standard of institutional and programmatic accreditation standards).
- Studying the alignment between course content, teaching and learning strategies, and assessment methods with course objectives and expected learning outcomes in coordination with quality committees in academic programs.
- Monitoring the implementation of academic programs and courses' development plans based on the annual reports of the programs and courses which are approved by department council and college council in coordination with quality committees in the academic programs.
- Developing and implementing improvement plans based on institutional accreditation performance indicators analysis.
- Monitoring academic programs in improvement plans implementation which is based on the programmatic accreditation performance indicators analysis.
- Measuring the characteristics of graduates and learning outcomes at the institutional and programmatic levels in collaboration with quality units in the colleges and developing improvement plans based on these results.
- Developing the suitable documentation system for study plans, academic program descriptions, course descriptions, ensuring quick and easy reference, especially in student transfer or conversion processes to and from the university which will facilitate the retrieval process for this data.
- Establishing mechanisms to develop and improve teaching and learning requirements and equipment in DAU such as libraries, laboratories, study halls, and Internet rooms in various colleges.
- Monitoring student satisfaction with the quality of teaching, academic advising, professional advising, psychological advising, and all services provided to them.
- Developing procedures and mechanisms to enhance the credibility of exams and student assessment methods.
- Ensuring effective academic performance of students by verifying the provision of feedback to students based on their performance in exams and various assessment methods.

#### G.2 Governance Matrix of DAU Quality System

Abbreviations				
UC	UP	VP	GDPD&QA	DQA

University Council	University President	Vice President	General Directorate of Planning, Development and Quality Assurance	Directorate of Quality Assurance
<b>TLU</b>	<b>IRAU</b>	<b>QAC</b>	<b>PQC</b>	
Teaching and Learning Unit	Institutional Research Unit & Archiving	Quality Assurance Unit at College Level	Program Quality Committee	

Planning Phase (Plan)										
No.	Processes and Activities	DQA	TLU	PQC	QAC	IRAU	GDPD&QA	VP	UP	UC
1.	Developing/Reviewing DAU Policies & Procedures	R					R			
2.	Developing/Reviewing DAU Quality Manual	R				R	R			
3.	Developing/Reviewing Quality Tools	R				R	R			
4.	Setting CLOs and PLOs target values		R	R	R					
5.	Setting Graduate Attributes (GA) target values		R							
6.	Setting KPIs target values	R	R	R	R	R	R			
7.	Establishing Units' Annual Operational Plans.		R	R	R		R			
8.	Allocating Resource for all units							R	R	R
9.	Ensuring readiness of Programs Specifications/ Course Specifications to start New Academic year.		R	R	R					

Assessment Phase (DO)										
No.	Processes and Activities	DQA	TLU	PQC	QAC	IRAU	GDPD&QA	VP	UP	UC
1.	Evaluating students' overall satisfaction with all offered courses in each semester.	R				R	R			
2.	Evaluating students' overall satisfaction with their academic programs, teaching, and administrative and support services provided to them.	R				R	R			
3.	Assessing alumni's satisfaction with the education received at the University.			R	R			R		
4.	Assessing employers' evaluation of the program graduate's proficiency.			R	R			R		

5.	Assessing the achievement of program key performance indicators (P-KPIs) of all academic programs.	R				R	R			
6.	Assessing the achievement of DAU key performance indicators (I-KPIs).	R				R	R			
7.	Assessing the achievement of course learning outcomes (CLOs) for all offered courses in each semester.		R	R	R					
8.	Assessing the achievement of program learning outcomes (PLOs) of all academic programs.		R	R	R					
9.	Evaluating Staff' overall satisfaction	R				R	R			
10.	Assessing the units' key performance indicators (KPIs).	R				R	R			
<b>Improvement Plan (Study)</b>										
No.	Processes and Activities	DQA	TLU	PQC	QAC	IRAU	GDPD&QA	VP	UP	UC
1.	Studying the results of measuring CLOs and students' evaluation of the course and reviewing the quality of the course according to the terms of the course report.			R	R					
2.	Developing an improvement plan for each course.			R	R					
3.	Documenting the course quality assurance by Course File for all offered courses in each semester.	R		R	R	R				
4.	Studying the results of measuring PLOs, students' evaluation of the program, Alumni and Employer surveys, KPIs measurement results, benchmarking and reviewing the quality of the program according to the terms of the Annual Program Report.		R	R	R					
5.	Developing comprehensive improvement plan for each academic program.		R	R	R					
6.	Reporting on the quality of academic programs and improvement plan for all offered programs in each academic year using the program file.		R	R	R					
7.	Studying the results of measuring GA.		R							

8.	Developing improvement plan for DAU GA.		R							
9.	Studying students' satisfaction, staff satisfaction of the and DAU units' KPIs measurement results and benchmarking.	R	R			R				
10.	Developing comprehensive improvement plan for DAU academic and non-academic units.	R	R			R	R	R		
<b>Implementation and Follow-Up of Improvement Plans (ACT)</b>										
No.	Processes and Activities	DQA	TLU	PQC	QAC	IRAU	GDPD&QA	VP	UP	UC
1.	Implementing the improvement plan for each course.			R	R					
2.	Following-up the implementation of an improvement plan for each course.		R				R	R		
3.	Implementing the comprehensive improvement plan for each academic program.			R	R					
4.	Following-up the implementation of the comprehensive improvement plan for each academic program.	R	R					R		
5.	Implementing the comprehensive improvement plan for DAU academic and non-academic units.	R	R				R	R		
6.	Following-up the implementation of the comprehensive improvement plan for DAU academic and non-academic units.	R	R				R	R		
7.	Assessing the impact of the improvement plans at all levels to close the Quality Loop shall be closed by	R	R	R	R	R	R	R	R	R
8.	Collect and document all evidence indicating the closure of the Quality Loop for each academic year	R	R	R	R	R				
<b>4. Related Policies/ Documents/ Forms</b>										
DAU 2-2 Policy and Procedure on Surveys DAU 3-3 Course File Policy DAU 3-20 Intended learning outcomes and graduate attributes.										
<b>5. Document History</b>										
Version	Issue/ Rev. Date	Updated Information/ Summary of Changes								

1	2015	1 <sup>st</sup> issue of the Policy
2	10/ 2023	<ul style="list-style-type: none"> <li>The main components of the assessment process have been reviewed and updated.</li> <li>The governance matrix of DAU Quality Assurance System has been developed under the supervision of General Directorate of Planning, Development and Quality Assurance.</li> </ul>