



جامعة الملك فهد للبترول والمعادن
King Fahd University of Petroleum & Minerals

Faculty Handbook

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Produced by

Deanship of Academic Development

A Message from the Rector

King Fahd University of Petroleum & Minerals is a leader among technological Universities. As such, it is dedicated to teaching and research, constantly striving to expand the frontiers of knowledge and innovation. Our academic excellence is maintained by the faculty's leadership in realizing our educational mission. The University offers an extraordinary range of opportunities and challenges to its faculty. All faculty members are invited to participate fully in the life of the institution. Our hope is that they will come to appreciate this University not only as a place for the creation and transmission of knowledge but also as a great social experiment where a group of very talented individuals takes full advantage of the human and intellectual capability that is the hallmark of this institution.

The purpose of the Faculty Handbook is to provide new and continuing faculty members with general information regarding the University's policies and procedures. It also refers the readers to other sources of information when appropriate. I urge all the faculty members to become familiar with the chapters of this handbook that address the commitments we have made in maintaining the highest standards of academic excellence. The Handbook addresses our joint responsibilities for campus governance, effective teaching, quality research and constituent services. It describes the multiple responsibilities and opportunities we have as faculty at the University to exercise leadership and responsibility in our academic and community endeavors.

The Handbook is not intended to establish or modify policies of the University. While every effort has been made to be thorough and accurate, the Handbook does not attempt to cover every office or unit in the University nor every rule, regulation or policy – only those frequently encountered by faculty. I hope it will be of help to you.

Khaled S. Al-Sultan
Rector of the University

A Message from the Dean, Academic Development

Since its establishment in 2000, the Deanship of Academic Development at King Fahd University of Petroleum & Minerals (KFUPM) has recognized the urgent need for developing a Faculty Handbook. The Faculty Handbook is intended to help prospective and newly appointed faculty members acquire a general overview of academic life at KFUPM and to provide all faculty members with statements of academic policies and resources of particular interest to them. The Handbook will provide faculty members with information on faculty affairs and covers policies, rules and regulations concerning employment, benefits, duties and responsibilities of faculty members. It is the product of a long-term effort of a committee composed of Drs. Abdulrahman Al-Khathlan (Chairman), Abul Kalam Azad, Abdul Muttaleb Jaber and Mohammad Makkawi. The efforts and dedication of the committee in producing this quality work is highly appreciated. The appreciation is also extended to academic and administrative departments for providing the necessary information for producing the Handbook and for their helpful review of various drafts.

Since the current policies, rules and regulations are expected to change from time to time, the Deanship of Academic Development plans to revise and update this Handbook on a yearly basis. Feedback from faculty members, including any suggestions or ideas regarding any aspect of this handbook, will be greatly appreciated.

A complete copy of the Handbook will also be available on the KFUPM website, where all revised and updated information will be provided in a timely manner.

Nedal T. Ratrout

Dean, Academic Development

Foreword

Since it made its first appearance in 1963 as a small institution, King Fahd University of Petroleum & Minerals (KFUPM), has emerged as a premier university in the Middle East. It comprises twenty-six **academic departments offering numerous academic programs towards bachelor's, master's and doctoral degrees**, and houses a well-equipped Research Institute (RI) catering to the research and service needs of the Kingdom. The faculty body of the University is growing in size in response to the continuing growth of its student population, its ever-increasing focus on research and its expanding support to the community.

With the growth of the University, the administrative and support units at KFUPM have, also expectedly, enlarged both in number and size. For an efficient administration and management, the University, as a matter of policy, continually reviews the rules and regulations which are in place to improve the academic and on-campus environment, to foster the spirit of better education and research, and to ensure compliance with the guidelines of the Ministry of Education.

Although information on faculty affairs at KFUPM is available from various departments and units, **a faculty member may remain unaware of some of the University's policies on various issues**. The lack of a readily available single document, which would provide all information related to faculty affairs, including their duties, responsibilities, privileges and benefits, prompted the development of this Faculty Handbook. The idea of the Handbook also received support from a tacit recognition of its potential benefit to the faculty.

The importance of having an up-to-date Faculty Handbook is well recognized by both new and old faculty, more so by the newcomers. Through such a single document, a faculty member can become fully conversant with general rules, regulations and procedural formalities which are in effect. The Handbook also helps the Administration, as an employer, to inform the faculty members of the **University's general policies and procedures regarding their employment**.

The committee entrusted with the task of preparing an informative Faculty Handbook faced the expected challenges of acquiring the correct information from all available sources, adding materials which are appropriate and informative, and then compiling them together in a coherent and sequential presentation. The collection of all relevant information which may be of interest and concern to a faculty member, and the verification of the authenticity and accuracy of this information, demanded a great deal of time and effort.

This Handbook contains detailed information on the affairs of faculty at KFUPM in sequentially written seven chapters. In addition to a brief introduction to the University and its organization and a broad coverage of the on-campus general services which are of interest to faculty, it covers in detail policies, rules and regulations concerning the employment, benefits, privileges, duties and responsibilities of a faculty member, which are currently in force. A faculty member is, therefore, advised to browse through the contents of this Handbook, as it allows him to be fully informed of policies and procedures of the University which would affect his employment.

Although a rigorous effort has been made to provide as complete and accurate information as possible, the Handbook may not contain all applicable regulations, and the University is not liable for any errors and omissions which may have occurred inadvertently in this Handbook. Furthermore, the current policies, rules and regulations of the University are expected to change from time to time. Consequently, this Handbook will be updated as and when necessary to incorporate those changes. As the current edition of the Faculty Handbook may not include changes in rules and regulations made recently by the University, it is the responsibility of the faculty members to seek the correct information from the departments concerned.

The preparation of this Faculty Handbook as a comprehensive information package for the employment of faculty at KFUPM is a much-awaited achievement. It is expected that with future revisions, the Handbook will receive the necessary changes, both in contents and style, with the feedback from its users. The Handbook will serve its intended purpose if the Faculty as well as the Administration find it useful and informative.

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Appendix 1 References

Appendix 2 Organization Chart

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Chapter 1

The University and its Organization

1.1 History of the University

King Fahd University of Petroleum & Minerals (KFUPM) was officially established by Royal Decree number 11, dated 11/5/1383 H. (29/9/1963 A.D.). Students were admitted a year later, on 23 September 1964, when 67 students enrolled in what was then the College of Petroleum & Minerals (CPM). In 1975, the College of Petroleum & Minerals became the University of Petroleum & Minerals (UPM), a change both in name and academic status. In 1986, the University was renamed: King Fahd University of Petroleum & Minerals. The first graduation ceremony was held in 1971, when four students received their baccalaureate degrees in engineering.

To meet the challenge for scientific, technical, and management education in the Kingdom, the University has adopted advanced programs in the fields of science, engineering, and management as one of its goals in order to promote leadership and service in the Kingdom's petroleum and mineral industries. The University also promotes knowledge through research in these fields.

1.2 Location and Climate

KFUPM is located in Dhahran, in the Eastern Province of Saudi Arabia. The campus is about five kilometers from the Arabian Gulf, seven kilometers from the city of Al-Khobar, twenty kilometers from Dammam, the province's administrative capital, and 45 kilometers from King Fahd International Airport. The University overlooks the Arabian Gulf, and the island of Bahrain - 35 kilometers from Saudi Arabia's eastern coast and linked to it by the King Fahd Causeway. The highway distance to Riyadh is about 400 kilometers and to Jeddah about 1450 kilometers.

The climate during most of the academic year is quite pleasant, with temperatures ranging from briskly cool to comfortably warm. In winter, light jackets are sometimes necessary. The months of June through September are usually extremely hot and humid, but every campus building and housing unit is centrally air-conditioned.

1.3 Philosophy of the University

The University's mission is to provide essential instruction, research, and dissemination of knowledge, and through this process contribute to the economic development of the Kingdom and render benefit to the public. It is one of the leading technical institutions of higher education in the Middle East, and has a recognized worldwide reputation for academic excellence and research. KFUPM is a semi-autonomous governmental institution of higher education. It is governed by its own Board, and as all other universities in Saudi Arabia, is administratively attached to the Ministry of Education.

1.4 University Policies and Guiding Principles

1.4.1 The Basic Policies

One of the fundamental policies is that the University is not intended to be a mass education institution; it is intended to serve precise professional needs. To ensure quality, all academic programs are expected to meet the highest national and international quality standards, as evaluated by national and international accreditation procedures. The Engineering, Applied Engineering and Computing Programs are accredited by ABET (Accreditation Board for Engineering and Technology), the business programs are accredited by AACSB (Association to Advance Collegiate Schools of Business), most of other programs are accredited by NCAAA (National Commission for Academic Accreditation & Assessment), while KFUPM is accredited institutionally as a whole by NCAAA. ABET accreditation is effective for six years from December 2015, the accreditation of business program is effective up to 2018, and NCAAA accreditation is valid till May 2017. KFUPM as a policy also undergoes through a periodic self-assessment process for the continuous improvement of its academic programs.

An equally fundamental policy is the adoption of the American higher education system as the basic model, with appropriate adaptation to local needs. One of the most far-reaching of all policies is the use of English as the language of instruction in all technical subjects. This imposes an enormous instructional burden but ensures the currency of technical materials and the development of effective skills of the graduates for communication with the managerial, technical, and scientific leadership of the major industries, on national and international levels.

In spite of the immensely important characteristic of national origin, KFUPM is in many aspects an international university. It has a multi-national faculty, derived from the major international

sources of technology, with selection based on professional quality rather than national origin. Although the student body is primarily composed of Saudi citizens, there is a significant number of international students enrolled at the undergraduate and graduate levels.

The University's curricula are designed to meet national and international standards and to lead to degrees that have international recognition and currency. Its alumni are employed worldwide.

The University provides accommodation for most of its students to reside on-campus. The faculty and those holding administrative positions are considered full-time and reside on-campus. The organization of student dormitories with an extensive system of intramural extracurricular activities, including a major sports program, is intended to develop skills of teamwork and cooperation in the student body, and to emphasize the University's national character.

1.4.2 The Regulations

The formal regulations of the University are compiled from the Government's decisions and edicts and from decisions taken by the Ministry of Education and the University Board. The concerned organizational units issue internal rules and operating procedures for the day-to-day administration of the University. The Rector, Vice Rectors, and the Deans as appropriate verify the consistency of the rules with the University policy. The governmental regulations and the University interpretations are available in the University bulletins and handbooks provided by various units of the University.

1.5 The Governance of University

KFUPM is a part of the higher education system in Saudi Arabia. Several universities distributed throughout the country, and many specialized colleges and institutions are part of this system working under the auspices of the Ministry of Education. The Rector of the University is appointed by the Custodian of the Two Holy Mosque, the King, by a Royal Decree based on the recommendation of the Minister of Education.

1.5.1 The University Board

KFUPM has a board chaired by the Minister of Education while the Rector serves as the deputy chairman. Membership of the Board includes the Vice Rectors, the Deans, and three external members appointed by the Minister of Education. The Board is responsible for all university

operations. It grants degrees to students, approves academic programs and faculty appointments etc.

1.5.2 The Rector of the University

His Excellency the Rector is the chief academic and executive officer of the University. He is responsible for administering the University's affairs in accordance with the Law, the government edicts, and decisions of the University Board and the Ministry of Education. He also represents the University in contacts with outside organizations. The Rector is appointed by a Royal Decree for renewable four-year terms and reports to His Excellency the Minister of Education.

1.6 University Administration

The Rector is assisted by three Vice Rectors, three Supervisors, Standing Committees and Consultants, several academic and administrative Deans, administrative officers, and Councils.

The three Vice Rectors are assisted by Deans, Directors of Centers in the Research Institute, and Academic Department Chairs. Similarly, the three Supervisors are assisted by Directors General, and Directors of the administrative units. The Deans, Directors of the Research Institute Centers, and Academic Department Chairs are appointed for renewable two-year terms. Directors General and Directors of the administrative units are appointed for indefinite terms. An organization chart for the KFUPM administration is given in Appendix 2.

1.6.1 The Vice Rector for Graduate Studies and Scientific Research

The Vice Rector for Graduate Studies and Scientific Research is responsible for the following University units: the Deanship of Research, the Scientific Council, Scientific Societies, Scientific Publishing and Translation, and the Arabian Journal for Science and Engineering. Deans and directors of the above units report to the Vice Rector for Graduate Studies and Scientific Research.

1.6.2 The Vice Rector for Academic Affairs

The Vice Rector for Academic Affairs is responsible for the academic sector of the University which is comprised of the following units: Colleges (College of Engineering Sciences, College of Applied Engineering, College of Sciences, College of Industrial Management, College of Environmental Design, and College of Computer Sciences & Engineering, College of Applied and Supporting Studies), the Deanship of Library Affairs, the Deanship of Educational Services, the Deanship of

Academic Development, the Deanship of Graduate Studies, and Dammam Community College. The Deans of the colleges and the chairmen of departments in the respective colleges report to the Vice Rector for Academic Affairs.

1.6.3 The Vice Rector for Applied Research

The Vice Rector for Applied Research is responsible for the applied research conducted at the University. Most of the applied research projects are conducted by the Research Institute (RI), which includes the following Centers: Center for Strategic Studies & Planning, Center for Refining & Petrochemicals, Center for Environment & Water, Center for Engineering Research, Center for Economics & Management Systems, Center for Communications & Information Technology Research, and the Center for Research Support.

The Centers of Research Excellence (CoREs) also come under the purview of the Vice Rector for Applied Research. The CoREs established at KFUPM are as follows: the Center of Research Excellence in Corrosion, Center of Research Excellence in Desalination, Center of Research Excellence in Islamic Banking & Finance, Center of Research Excellence in Nanotechnology, Center of Research Excellence in Petroleum Refining & Petrochemicals, and Center of Research Excellence in Renewable Energy.

The Vice Rector for Applied Research also supervises the Office of Cooperation with KAUST, Development of Nonprofit Organizations Program, Technology Innovation Center on Carbon Capture and Sequestration, Center for Scientific Collaboration with MIT, Construction Industry Institute, Research Collaboration & Partnerships, and Center for Energy & Geo Processing.

All directors of the centers and managers of the offices report to the Vice-Rector for Applied Research.

1.6.4 Supervisor of Technology Transfer, Innovation & Entrepreneurship

KFUPM as a leading research university considers its role in technology entrepreneurship and collaborative R&D. The university has been developing an integrated ecosystem at its campus to support innovation and technology entrepreneurship. The Supervisor of Technology Transfer, Innovation & Entrepreneurship (TTIE) oversees the University's organizational entities established to support the ecosystem of innovation and entrepreneurship activities. The units that function under the umbrella of TTIE include the Innovation Center, the Entrepreneurship Institute, the Technology Advancement & Prototyping Center (TAPC), and the Liaison Office. These entities

providing the infrastructure for the University's Innovation and Entrepreneurship sector function in relationship with Dhahran Techno-Valley (DTV) forming the KFUPM's system for innovation and technology entrepreneurship. Dhahran Techno-Valley Company, a KFUPM wholly owned subsidiary, is the business operator of DTV which invests in technology-related enterprises. The overall system allows researchers, entrepreneurs, investors, and product designers to come together to commercialize technology and expanding the impact of innovations of the University. The system also facilitates interaction of KFUPM students and faculty with industry to develop educational opportunities and to support students to work on entrepreneurial projects.

1.6.5 The Supervisor General, Services

The Supervisor General, Services is responsible for providing and maintaining the modern infrastructure for the University to satisfy the needs of the University community. He chairs the Planning Committee, the Convocations, Honors & Public Events Committee and the Bids Examination Committee and provides governance for key financial, technical and administrative functions of the University. The departments which report to the Supervisor General, Services include: Environment, Health and Safety, Housing and Office Services, Maintenance, Projects, Security, Administrative Affairs, Financial Affairs, Materials, Food Services, Community Center, Medical Center, and KFUPM Press.

1.6.6 Supervisor of University Relations & Community Outreach

The office of the Supervisor of University Relations & Community Outreach (URCO) is responsible for setting the strategy for the University relations with its stakeholders locally, regionally and globally. It is also in charge of setting and maintaining the KFUPM identity and brand recognition across the various media channels. In addition, URCO is responsible for defining and enhancing the partnership opportunities between the University and the community in various outreach programs. The office of Public Relations and Information and the office of Branding and Digital Services reports to the supervisor.

1.6.7 Administrative Deans and Offices Assisting the Rector

The following Deans assist the Rector directly through their Deanships. The Dean of Faculty and Personnel Affairs is responsible for Faculty Affairs, Personnel Affairs, and Faculty and Personnel Services. The Dean of Student Affairs is responsible for Student services, Student fund, Counseling

and advising center, Career advising, Coop and summer training programs, Student activities, Student housing, Special needs office, Scholarship and sponsorship department. The Dean of Admissions and Registration assisted by the University Registrar and the General Director of Admissions is responsible for admission, enrollment, and registration of students.

The Office of Planning and Quality serves in the areas of strategic planning, University process improvement and information resources for KFUPM administration in order to assist in various policy decisions. Office of International Cooperation provides first point of contact of the University for international relations and facilitates international exchange with companies, and with research and educational institutions. The Comptroller is responsible for monitoring and supervising the accounting activities of the University. The internal auditor assists the Rector in the internal auditing of the University.

1.7 Faculty and Students

The faculty includes all instructional personnel holding the academic ranks of Professor, Associate Professor, Assistant Professor, Lecturer, Instructor and Graduate Assistant. As of the academic year 2015-16, the University faculty consists of 1076 highly qualified and experienced multinational professionals.

Currently, the faculty distribution by nationality is: Saudi 35%, American, Australian, British, Canadian and European 21%, others (Middle East, Asia, Far East, Africa, etc.) 44%. The faculty distribution by rank is: Professor 12%, Associate Professor 16%, Assistant Professor 32%, Lecturers 28%, Instructors 4%, Post-Doc Fellowship 1% and Graduate Assistants 7%. Meanwhile, the faculty distribution by qualifications is: Ph.D. 62%, Master 26%, and Bachelor 12%.

Most students at KFUPM are Saudis. However, the University offers opportunities for quite a good number of non-Saudi students of high caliber to pursue undergraduate and graduate studies. All new undergraduate students are enrolled initially in the Preparatory Year Program where they study English, Mathematics, Computer Science, Physical Science, University Study Skills, Engineering Technology and Physical Education. Most of the students live on campus. Students do not pay tuition fees. Books are supplied free of charge and students have unrestricted access to computer and library facilities. The total number of students enrolled during the first term of the year 2016-17 was about 9700 (2650 Preparatory-Year, 5670 Undergraduate, and 1380 Graduate Students). The ratio of faculty to students is about 1:12.

1.8 Academic Colleges and Programs

The University is divided into nine academic units principally concerned with instruction and research. These units are the College of Engineering Sciences, the College of Applied Engineering, the College of Computer Sciences and Engineering, the College of Environmental Design, the College of Industrial Management, the College of Petroleum Engineering & Geosciences, the College of Sciences, and the College of Applied and Supporting Studies, while Dammam Community College is also an academic unit of the University.

Although their function, administration, and student bodies are quite separate, all the academic units share common facilities and utilize in some cases a common faculty with similar disciplines in other college programs. Each of the academic colleges is managed by the Dean of the college and the Chairmen of the academic departments. The Assistant Dean, Prep-Year Affairs manages the Preparatory Year Program which has several specific programs within the overall program where each program is managed by a program coordinator. Dammam Community College is managed by a Dean and the program coordinators of the programs offered by the college. The various colleges and their respective departments are listed below.

1.8.1 College of Engineering Sciences

This College encompasses classical disciplines in engineering sciences. These disciplines are: aerospace, electrical, chemical, civil, environmental, and mechanical. The programs in the College have been subjected to ABET (Accreditation Board for Engineering and Technology) evaluation process which is effective for six years from December 2015. The programs were described as substantially equivalent to their counterparts in U. S. universities. The College comprises the following departments:

- Aerospace Engineering

The Aerospace Engineering Department offers B.S. and M.S. degrees in Aerospace Engineering.

- Chemical Engineering

The Chemical Engineering Department offers B.S., M.S. and Ph.D. degrees in Chemical Engineering.

- Civil & Environmental Engineering

The Civil & Environmental Engineering Department offers B.S., M.S., M.Engg. (Master of Engineering) and Ph.D. degrees in Civil Engineering and Environmental Engineering.

- **Electrical Engineering**

The Electrical Engineering Department offers B.S., M.S. and Ph.D. degrees in Electrical Engineering. The department also offers an MS degree in Telecommunications.

- **Mechanical Engineering**

The Mechanical Engineering Department offers B.S., M.S. and Ph.D. degrees in Mechanical Engineering.

1.8.2 College of Applied Engineering

The College of Applied Engineering comprises the same disciplines as the College of Engineering Sciences, but with more emphasis on practical training during the undergraduate studies. A unique feature of the Applied Engineering Program is its emphasis upon industrial experience in conjunction with academic training. Each student in the Applied Engineering College must spend **28 weeks working in industry under a supervised program known as the "Cooperative Program"**. During this training period, the students gain useful experience, which broadens their engineering background. The on-the-job training program is an essential core of the applied engineering disciplines. The academic departments of the College of Engineering Sciences manage the programs of the College of Applied Engineering and offer the same undergraduate academic degrees but in Applied Engineering.

1.8.3 College of Computer Sciences and Engineering

The College of Computer Sciences and Engineering was established in 1986. It was the result of reorganization based on grouping computer-related disciplines together to better serve the development plans of the Kingdom. These disciplines are represented in the College by three departments. The programs offered in these departments can be described as Engineering Programs that are not in the classical engineering domain. The programs prepare the students for challenging careers in computer technology. The College consists of the following departments:

- **Computer Engineering**

The Computer Engineering Department offers a B.S. program (with or without co-op), an M.S. program and a PhD program, all in Computer Engineering. In addition, the Computer Engineering Department offers an M.S Program in Computer Networks jointly with the Information and Computer Science Department.

- Information and Computer Science

The Information and Computer Science Department offers two B.S. Programs: one in Computer Science, and the other in Software Engineering. The Department offers an M.S. Program in Computer Science (CS), M.S. Program in Software Engineering (SWE), M.S. Program in Information Assurance & Security (INAS) and PhD Program in Computer Science. An M.S Program in Computer Networks and a PhD Program in Computer Science and Engineering are also offered jointly with the Computer Engineering Department.

- Systems Engineering

The Systems Engineering Department offers two B.S. Programs: (i) BS in Industrial and Systems Engineering - (ISE) (with or without co-op), and (ii) BS in Control and Instrumentation Systems Engineering - (CISE) (with or without co-op). The Department offers an M.S. and a Ph.D. Program in Systems Engineering. It also offers an MS in supply chain management.

1.8.4 College of Environmental Design

The College of Environmental Design was established in 1981 to meet the large demand for professionals in the construction and design related industries. The College was planned to bring together those programs that are concerned mainly with the built environment (both natural and man-made aspects of this environment) and to prepare students for professional practice in design and construction. The undergraduate degrees comprise: 1) an Architecture Program that emphasizes the Architectural Design and its related historical, theoretical, cultural, and technical context; 2) an Architectural Engineering Program that emphasizes building systems, design, construction, and operation; and 3) a City Planning Program that emphasizes city management and planning utilizing information technology. The College comprises the following departments:

- Architecture

The Architecture Department offers a bachelor degree in Architecture.

- Architectural Engineering

The Architectural Engineering Department offers B.S. and M.S. degrees in Architectural Engineering.

- Construction Engineering and Management

The Construction Engineering and Management Department offers M.S. and M. Engg (Master of Engineering) degrees in Construction Engineering and Management and M. Engg (Master of Engineering) degree in Engineering Management.

- City & Regional Planning

The City & Regional Planning Department offers a B.S. degree in City Planning and a Master's degree in City & Regional Planning (MCRP).

1.8.5 College of Industrial Management

The mission of the College of Industrial Management from its commencement in 1975 is to be a prominent provider of management education through high quality teaching reinforced by experimental learning for students who will play a significant and productive role in the development of the Saudi economy within the global business environment. It actively contributes to Saudi business, industry and community through relevant high-quality research, professional services and dissemination of knowledge responsive to the evolving needs of stakeholders.

The College places particular emphasis on the interface between technological innovation and commerce, and it deals with matters such as environment which play an ever-increasing role in management decision-making. The College programs and curricula are continually reviewed and updated to respond to the changing needs of the business environment and to meet the AACSB (American Assembly of Collegiate and Schools of Business) standards. The College of Industrial Management is accredited by AACSB. The College comprises the following departments:

- Finance and Economics

The Finance and Economics Department offers a B.S. degree in Finance.

- Accounting and Management Information Systems

The Accounting and Management Information Systems Department offers a B.S. degree in Accounting, and a B.S. degree in Management Information Systems.

- Management and Marketing

The Management and Marketing Department offers two B.S. degrees: one in Management and the other in Marketing.

- CIM Graduate Programs

The College of Industrial Management also offers an MBA (Master of Business Administration) degree and an Executive MBA degree.

1.8.6 College of Petroleum Engineering & Geosciences

The recently established College of Petroleum Engineering & Geosciences (CPG) integrates three units that already existed at KFUPM: the Department of Petroleum Engineering, the Department of Earth Sciences, and the Center for Petroleum and Minerals. The three units were formally under College of Engineering Sciences, College of Sciences and KFUPM Research Institute, respectively. The driver for this initiative is to substantially leverage the educational and research capacity of KFUPM, to contribute to industry-relevant research, and to develop industry-ready talent across a wide spectrum. The educational and research activities are carried out in the following units of the college:

- Petroleum Engineering

The Petroleum Engineering Department offers B.S., M.S. and Ph.D. degrees in Petroleum Engineering. The program of the department has been reviewed on the accreditation criteria of the Board for Engineering and Technology (ABET).

- Geosciences

The Department of Geosciences offers a B. S. degree in two majors: Geology and Geophysics. The Department also offers an M. S. program in Geology, Geophysics, and Environmental Sciences. Furthermore, the department offers a doctoral program in Geology. The programs of the department are accredited by National Commission for Academic Accreditation & Assessment (NCAAA).

- The Center for Integrative Petroleum Research (CIPR)

This Center is the home for the College's academic research enterprise, supporting curiosity-driven research, as well as performing challenge-driven contract research for both government and industry. A substantial increase in College-based research activity will support a rapid increase in enrollment in research-oriented doctoral programs over the next decade.

CPG is an integral part of KFUPM but with features that distinguish it markedly from other KFUPM Colleges. CIPR, in addition to providing a nucleus for research in the college, will also establish a strong presence in the Dhahran Techno Valley (DTV) for engagement between DTV industrial

partners and CPG in research and education. The college seeks high level of industry engagement with programs that draw industry interns, visiting industry executives, and visiting industry researchers and practitioners to the College.

Over the course of the early years of the College, the classroom, laboratory, and experiential aspects of the core curricula will be revised to provide world-class interdisciplinary and integrative degree programs for students matriculating through the college. The integrative curricula will allow students of the college to take courses in petroleum engineering and geosciences, regardless of their ultimate major.

1.8.7 College of Sciences

The College of Sciences curricula were formulated to provide the Kingdom with manpower for technological development and to provide students with a sound basis either for an immediate career in the technological development of the Kingdom or for graduate studies and further advancement in their chosen fields. All KFUPM students, irrespective of their majors, take courses within the College of Sciences for at least a period of three semesters. The College of Sciences comprises the following four departments:

- **Chemistry**
The Chemistry Department offers a B.S. degree with two options: Chemistry and Industrial Chemistry. The Department also offers M.S. and Ph.D. programs in Chemistry.
- **Mathematics and Statistics**
The Mathematics and Statistics Department offers a B.S. degree in three majors: Mathematics, Statistics and Actuarial Sciences. The Department also offers an M.S. degree in two majors: Mathematics and Applied Statistics, and a PhD degree in Mathematics.
- **Physics**
The Physics Department offers B.S. and M.S. degrees in Physics and M.S. degree in Medical Physics. The department also offers PhD degree in Physics.
- **Life Sciences**
The Life Sciences Department currently offers "Biology for Engineers, BIOL233" course. MS program in Life Sciences (LS) has already been approved and is expected to commence in near future.

1.8.8 College of Applied & Supporting Studies

The College of Applied & Supporting Studies (CASS) was established in September 2007 to play a pivotal role in preparing KFUPM students with vital skills and knowledge that will shape their character and advance their professional career, training them to assume leadership roles in society. This objective is achieved by expanding students' knowledge and broadening their horizons; developing their communication skills; cultivating morals, and ethical and social values; fostering a positive attitude to a healthy lifestyle. The college consists of the following departments:

- **Prep-Year Program**

The Preparatory Year Program (PYP) has been an icon and a critical component of the University's approach to higher education since the formation of KFUPM in 1963. The Program aims at preparing newly admitted students for their undergraduate studies at the University. Specifically, it aims at improving students' English language proficiency and consolidates students' knowledge in mathematics and basic sciences. Additionally, the program provides students with the necessary skills to help them learn effectively and succeed in their studies.

- **Islamic & Arabic Studies Department**

The Islamic and Arabic Studies Department offers service courses in Islamic Ideology, Professional Ethics and Human Rights in Islam, Objective Writing and Communication Skills, Arab and Islamic History and Arabic Literature in support of the degree programs in the other departments but not as an independent major.

- **English Language Department**

The English Language Department (ELD) offers service courses designed to enhance students' spoken and written communication skills in English in order to prepare them for future academic and professional life.

- **Physical Education Department**

The Physical Education (PE) Department is in charge of all PE courses offered by KFUPM. The department also oversees the management and operation of the sport and recreation facilities at KFUPM.

- **General Studies Department**

The Department of General Studies offers service courses in Cultural Anthropology, History, Political Science, Psychology, and Sociology in support of the degree programs in the other

departments. Moreover, the department is working on a proposal towards a Master degree program in Energy and Society.

1.8.9 Dammam Community College

An Intermediate College with three-year program has been established by KFUPM in Dammam. This College aims to develop the human resources in the surrounding areas and provide the students with the education and training opportunities that qualify them to participate in the Kingdom's development plans. The graduates of this College are qualified to operate and manage in small and intermediate technical establishments. Dammam Community College was established in the academic year 2002-03 and is managed by a Dean. The college offers academic programs for an Associate Degree in Accounting, Computer & Information Technology, Human Resource Management, Marketing, Safety Technology, and Supply Chain Management. The college also has its own Preparatory Year Program.

1.9 The Research Institute

The Research Institute (RI) was established in 1978 as an integral part of KFUPM to support the University academic programs, conduct research, and develop solutions to problems encountered in the application of modern technology to the needs of the Kingdom, especially in the utilization of its human, petroleum, mineral, and water resources. In 1996 added emphasis was placed on applied research throughout the University with the appointment of a Vice Rector for Applied Research, in charge of all applied research at the University, including the Research Institute. Most of the applied research activities are funded by external clients. The broader perspective placed a considerable emphasis on the integration of applied research conducted by the academic departments with those of the Research Institute.

Currently, the Research Institute has six technical centers, each of which has its specialized staff, laboratories, and facilities. These centers are: Center for Communications & Information Technology Research, Center for Economics & Management Systems, Center for Engineering Research, Center for Environment & Water, Center for Refining & Petrochemicals, and Center for Strategic Studies & Planning. Center for Research Support, a non-technical center, facilitates the activities of the technical centers, centers of research excellence, and other entities engaged in applied research including the academic departments, in achieving their applied research objectives.

New initiatives have established centers that integrate basic and applied research with sustained funding from the Ministry of Education, King Abdullah University of Science and Technology, King Abdulaziz Center for Science and Technology, and special gifts from the Custodian of the Two Holy Mosques HRH King Salman bin Abdulaziz. These centers are the Center of Research Excellence in Nanotechnology, Center of Research Excellence in Corrosion, Center of Research Excellence in Petroleum Refining & Petrochemicals, Center of Research Excellence in Renewable Energy, Center of Research Excellence for Islamic Banking & Finance, and Center of Research Excellence in Desalination. All the centers of Research Institute and the centers of research excellence are headed by directors reporting to the Vice Rector for Applied Research.

1.10 Deanships

The University has established Deanships to serve on different important academic and administrative levels. The various KFUPM deanships are given below.

1.10.1 Deanship of Graduate Studies

The Deanship of Graduate Studies (DGS) is the organizational unit of the University responsible for the administration of programs, and instruction leading to graduate credit and graduate degrees. It utilizes the specialized faculty and physical facilities of the six academic colleges, and draws upon other University facilities such as the Library, Information Technology Center (ITC), Deanship of Research, the Research Institute (RI), Centers of Research Excellence, Dhahran Techno-Valley (DTV) for services essential to its instruction and research programs.

The Dean of Graduate Studies has primary responsibility for the academic direction and administration of the Deanship and is assisted by the Vice Dean and the Graduate Council.

The Graduate Council is charged with advising the Vice-Rector of Academic Affairs and through him the Rector of the University on all policies relating to the graduate studies and programs, exercising supervision over the academic requirements for all advanced degrees, and performing various other administrative duties related to the graduate programs. The Council is composed of the following: The Dean of Graduate Studies (Chairman), the Dean of Research, the Deputy Dean of Graduate Studies and one faculty member from each college offering graduate programs.

1.10.2 Deanship of Research

The Deanship of Research is responsible for the planning, management, promotion and support of research activities that are carried out by the academic departments through internal and external funding. The Deanship is managed by the Dean of Research. The functional responsibilities of the Deanship include research activities such as funded research projects, professional conference attendance, sabbatical leaves, release time, research scholarship programs and research awards. The Deanship plans and manages research and other scholarly activities through the Scientific Research Council, the Research Committee, the Arabic Research Committee, and the Conference Committee. The Deanship of Research also manages research project supported by the National Science, Technology and Innovation Plan (NSTIP), through the Science & Technology Unit headed by the Dean of Research. In addition, the Deanship oversees the planning and development of research lab resources with the aim of organizing and maintaining labs to international standards and assuring lab safety and helps faculty increase their productivity in research-related tasks by providing training and workshop facilities and making current research methods more efficient.

1.10.3 Deanship of Admissions and Registration

The Deanship of Admissions and Registration is responsible for admission of high school graduates after passing the admission tests to the University and for all matters pertinent to the undergraduate and graduate registration activities of students, recording and monitoring the academic status of students, setting up the academic calendar, and the class & exam schedule.

The functional activities of this Deanship are the responsibility of the Dean of Admissions and Registration, who is assisted by the University Registrar and the Director General of Admissions. The Deanship consists of three main units, namely: the Dean's office, Office of the University Registrar, and the Admissions office.

1.10.4 Deanship of Student Affairs

The Deanship of Student Affairs handles matters pertaining to students, such as student activities, student counseling and advising, training and employment, student fund, student housing, student services and alumni relations. The Dean of Student Affairs, who is responsible for all functional activities of the Deanship, is assisted by the Assistant Dean for Student Affairs, the Assistant Dean for Employment & Training and the Assistant Dean for Counseling and Advising in addition to other administrative offices providing services to the students. The Deanship consists of several administrative units which include the Dean's office, the Counseling and Advising

Center, Department for Cooperative and Summer Training Programs, Department of Career Counseling, the Alumni Department, Units for Student Activities, Student Services, Student Records, Part Time Jobs, Scholarship and Sponsorship Unit, Religious Advising Unit in the Student Housing and in the offices of Special Needs Affairs, Student Fund and Student Housing.

1.10.5 Deanship of Library Affairs

The Deanship of Library Affairs is committed to meet the needs of University's faculty, researchers, students and staff by providing services to support research, learning and teaching, and ensuring that the library facilities and services are accessible to everyone 24 X 7.

The KFUPM library is located in proximity to the various academic departments. It has a dedicated team of library and information professionals to support the university's academic and research programs. It also works closely with faculty and students to ensure that library services fulfill their needs. Library's extensive collection of print and electronic resources for learning and research is amongst the best in the Gulf Region.

1.10.6 Deanship of Faculty and Personnel Affairs

The Deanship of Faculty and Personnel Affairs deals with all matters relating to Faculty and Personnel Affairs of the University. The Dean of Faculty and Personnel Affairs manages the Deanship. The Deanship comprises the following departments: Office of the Dean, Faculty Affairs, Staff Affairs, Payroll and Wages, Human Resources, Faculty and Personnel Services, Staff & Organizational Development, and the KFUPM Office in Houston, Texas, USA.

1.10.7 Deanship of Academic Development

The Deanship of Academic Development assists the University in the continuous improvement of its academic system. Most of the services of the deanship are targeted towards the university faculty to help them achieve excellence in teaching. In addition, the deanship takes steps for the review of the university academic programs and practices to improve quality. Most of the services and activities of the deanship are carried out through its four centers: the Teaching and Learning Center, the Program Assessment Center, the E-learning Center, and the Testing and Evaluation Center.

1.11 Scientific Council

This council was founded by a Royal Decree (number m/8) dated 4/6/1414 H (18/11/1993 A.D) to be the authority responsible for the scientific activities of the faculty members, scientific research, and graduate studies at KFUPM. The Vice Rector for Scientific Research & Graduate Studies manages the affairs of the Scientific Council as its Chairman. The Chairman is assisted by faculty members at the Associate Professor rank or above representing the colleges of the University; other members may be added as directed by the University Board. The administrative structure of the Council is as follows: the Chairman of the Council, Office of the Scientific Council Affairs, Research Planning and Development Committee, Publication and Scientific Research Committee, and Faculty Affairs Committee.

The Regulations of the Saudi Council for Higher Education and Universities state the objectives of the Scientific Council as follows:

- Helping the University to achieve a distinguished position in scientific research, authoring, publication, and translation.
- Helping the University to be a source of reference for the natural, engineering and management sciences, especially those that promote the economic and industrial development of the Kingdom.
- Disseminating scientific culture throughout society.

The responsibilities of the Scientific Council, according to the Regulations of the Saudi Council for Higher Education and Universities include the following: (i) recommending applicants for appointment as faculty members at the University; (ii) recommending faculty members for promotion according the regulations of the Saudi Council for Higher Education; (iii) encouraging scientific research, authoring, publication, and translation; (iv) evaluating the scientific qualifications provided by the Saudi faculty members; and (v) other duties assigned by the University Board.

1.12 University Standing Committees

The University standing committees are composed of several ex-officio, appointed and selected faculty and staff members. The selection for membership in these committees is carried out in a faculty meeting with the Rector at the beginning of each academic year. All standing Committees report to the Rector. The major standing committees are: The Academic Committee; The Academic

Text-Books Committee; The Admission and Academic Standings Committee; The Bids Examination Committee; The Bids Opening Committee; The Planning Committee; The Committee on Convocations, Honors, and Public Events; The Campus Planning & Development Committee; The Communication Panel; The Community Affairs Committee; The Faculty Affairs Committee; The Health, Safety and Security Committee; The Information & Communications Technology Committee; The Islamic Affairs Committee; The Library Acquisition Committee; The Library Affairs Committee; The Research Committee; The Publications Review Committee; The Student Affairs Committee; The Research Advisory Committee; The Traffic Safety Committee.

1.13 International Advisory Board

An International Advisory Board (IAB) periodically reviews the important aspects of university systems and activities and provides input from an international perspective for the university development. The senior administration takes into account the global perspective of IAB on the emerging issues which are relevant to KFUPM. Founded in 2007, the board meets biannually both in the Kingdom and abroad. The members of the board are distinguished senior figures from academia and industry of the developed countries around the world and of the Kingdom. IAB in its meetings has considered a wide variety of issues relating to the University including academic programs, research activities, global collaborations and the role of KFUPM in the Kingdom. The advice of the board has contributed in KFUPM setting its course through strategic planning and policy development as well as in developing the University systems and processes to improve its international standing.

1.14 Academic Calendar

The academic year, consisting of two semesters, normally starts in September and ends in June, and is followed by an eight-week Summer Session, which is optional for both students and faculty members. There is an inter semester break between the semesters. Students are required to take the Summer Training program and part of the Co-op training during the summer break (Summer Session).

Normally, the first day(s) of the semester is/are the Registration day(s) in which all students (except new preparatory students) are required to submit registration confirmation for the term thru Office of the University Registrar website. Program Notices are distributed to the newly admitted preparatory students. Classes begin on the day following the registration day and last for 15 working weeks followed by the final examinations period. The mid-term warning online

grades submission usually starts in the sixth week and lasts for about two weeks. Early registration for the following semester starts at the beginning of the eleventh week of study. The Summer Session normally lasts for eight weeks followed by the final examinations period.

1.15 Lifestyle

The campus is similar to a small town and life on campus is friendly, relaxed, and pleasant. Family gatherings and a community of interests with persons of the same profession and with international backgrounds form the elements of a very pleasant life. There is an easy availability year-round of outdoor sports. Successful living in a community such as KFUPM depends largely upon two factors: having a wide circle of colleagues and friends, and enjoying activities of interest outside the professional sphere.

1.16 Cultural Environment

Most of the KFUPM faculty live on-campus, where Saudis and people from other countries are immersed in daily cross-cultural contacts. Most traditional social events in public places are limited to men because the University is an official entity of the Saudi Arabian Government whereby its faculty are expected to set an example in conforming to the established custom with regard to segregation of the sexes. Recreational gatherings for women are often held under the sponsorship of KFUPM Ladies Activity Group.

Knowledge of Arabic is not essential, but for those who want to learn the language Arabic-classes for non-Arabic speakers are available. However, because of the large number of expatriates in the Eastern Province, English is the general means of communication. English is also the medium of instruction at the University and is generally spoken on campus.

1.17 Safety, Security and the Law

The justice system of the Kingdom of Saudi Arabia is based on the Islamic Sharia law. The law-abiding environment of the Kingdom is also represented in the campus community, where safety and security procedures ensure a peaceful and safe atmosphere where crime is almost non-existent. Women walking and children playing at all times of the day represent a very relaxing style of living. The University has a continuing commitment to ensure this type of environment through its Security Department and the Health, Safety and Security Standing Committee comprising members of different community groups.

There are, however, some legal and social restrictions that the faculty members should be aware of and should observe. Public (including classroom) discussions of political or religious issues, preaching, and group worship - other than Islam - are prohibited. The use and/or importation of mind-altering drugs, potable alcohol, and/or pornographic material are criminal offenses, with very serious penalties in the courts.

Exotic clothing or grooming is considered unacceptable by the University administration and the government. Wives of University employees are expected to dress conservatively (i.e., long sleeves, long skirts, long trousers, etc.) in public places. Women are not allowed to drive cars or operate any motor vehicles in the Kingdom.

Chapter 2

Faculty Affairs

2.1 General

The Deanship of Faculty and Personnel Affairs handles all matters pertinent to University faculty and staff. The main departments operating under the Deanship of Faculty and Personnel Affairs that provide services to the faculty are: the Dean's Office, the Faculty Affairs Department, Staff & Organizational Development Department, Faculty & Personnel Services, and the Payroll. Faculty and staff matters handled by the Deanship include: payment of salaries and compensations, allowances and benefits, etc., staff training & development, children's educational grants, annual repatriation tickets, employment certificates, contract renewals, salary increments, residence permit renewals, exit/re-entry visas, renewal of driving license etc.

2.2 The Dean of Faculty and Personnel Affairs

The Dean of Faculty and Personnel Affairs serves as one of the principal administrative officers of the University reporting directly to the Chief Executive Officer, H.E. the Rector of the University. He exercises primary responsibility for all matters in the functional area of Faculty and Personnel Affairs of the University. He supervises the overall functions of the departments of Faculty & Personnel Affairs to assure proper implementation of the governing rules, regulations and official procedures established for KFUPM faculty and staff. The functional responsibilities of the Dean of Faculty and Personnel Affairs that are of interest to the faculty include the following:

- Plan and administer the local and international recruitment of faculty members as required for each academic year.
- Make special recommendations on salary adjustments, promotions, manpower requirements, terminations, and all other matters arising during the respective year; and present them to the Rector for consideration and/or approval.
- Direct studies in all areas including: wages and salaries, benefits, housing, education of eligible dependents, medical and health provisions, contractual transportation and repatriation, and all other matters relating to the employment conditions of faculty.

- Supervise and make recommendations on the procedures for faculty promotions, sabbatical leave, release time and leave of absence, grievances, training and scholarships inside and outside the Kingdom.
- Direct Faculty & Staff Services in obtaining residence visas, visit visas, work permits, and all other official documentation for University employees.
- Conduct legal investigations in coordination with Vice Rector for Academic Affairs (VRAA) office on critical cases and implement/recommend appropriate disciplinary actions.

2.3 Faculty Affairs Department

The Faculty Affairs Department is responsible for all Saudi and foreign-contract faculty employed by the University. The main services offered by this Department which are of interest to the faculty include those listed below.

2.3.1 Educational Assistance Grant

The Faculty Affairs Department processes the tuition fees for all eligible faculty's dependent children of school age, as per policy. Eligible faculty members are responsible for the placement of their dependents in acceptable schools within the Kingdom and presenting the invoice(s) to the Faculty Affairs Department to arrange payment directly to the schools concerned provided that they could not be placed in government schools.

2.3.2 Travel Tickets

The Faculty Affairs Department processes travel ticket authorizations through Saudi Arabian Airlines or its travel agents for new faculty's initial travel to Dammam from their contractual points of origin according to their current location. The Department also issues the annual round-trip tickets for all continuing faculty between Dammam and their contractual points of origin, and one-way final repatriation tickets from Dammam to their contractual points of origin for leaving faculty. The Deanship also processes travel tickets for faculty authorized for any official business travel inside and outside the Kingdom, all of which is done according to the rules & regulation effective at the time.

The issuance of contractual repatriation tickets for faculty and their authorized dependents is normally due at the end of the second term of the respective academic year. However, the faculty should apply for their tickets to the Faculty Affairs Department ahead of time to avoid any delay in departure. The faculty members themselves are responsible for making their own reservation

arrangements well in advance. Faculty members are urged to adhere to the announced schedule by Deanship of Faculty & Personnel Affairs.

2.3.3 Faculty Performance Evaluations

Faculty Performance Evaluations are biannually reviewed by the Faculty Affairs Committee, which is one of the standing committees of the University, comprising all academic deans and selected faculty members from each College, chaired by the Dean of Faculty & Personnel Affairs. The biannual faculty evaluation is a continuous process throughout their services in the University. The Committee deliberations are submitted to the Rector for approval. Thereafter the evaluation ratings are encoded in the evaluation system and the Chairman of the Faculty Affairs Committee writes to the faculty members about their overall evaluation and evaluation grade based on the Committee's report on their performance.

2.3.4 Faculty Recruitment

The Faculty Affairs Department makes all arrangements pertinent to faculty recruitment, including functions such as: advertisement and job posting for open positions in local and overseas media and also on the University's worldwide web-site; processing the applications to the concerned departments; arranging interviews; processing employment offers; answering inquiries raised by the candidates on various personal and professional issues prior to their joining; processing entry visas for the accepted candidates and for their accompanying dependents upon receiving the accepted signed contracts; processing travel ticket authorizations for the faculty and their authorized dependents. The Deanship also keeps a record of the arrival status of all newly appointed faculty and distributes the information to the concerned departments for information and to the Faculty Reception Committee for the reception arrangements and for providing them with on-campus accommodation. The Faculty Affairs Department makes arrangements for the ID cards for the newly joined faculty members and processes authorizations to keep them on the University payroll.

2.3.5 Miscellaneous Functions of Faculty Affairs

In addition to the above, the Faculty Affairs Department handles the following faculty matters:

- Issuance of employment certificates.
- Review, study and make recommendations on faculty issues such as: salary offers for new faculty, salary adjustments, eligibility reports on faculty promotions, sabbatical leave, contract renewals, salary increments, non-renewal of contracts, etc.

- Processing of documentation on: faculty resignations, their acknowledgments, processing of final settlement of accounts, payment of accrued termination benefits to eligible faculty, final clearance forms, etc.
- Faculty on duty, early departure or late arrivals from authorized vacations, hiring of special contracts, summer session contracts, etc.
- For Saudis: Teaching Allowance, Computer Allowance, Hazard Allowance, and Dearness Allowance.
- Processing extra load compensation and part time compensation.

2.4 Faculty & Staff Services Department

The Faculty & Staff Services Department is responsible for providing various important services to KFUPM community. Its personnel are involved in daily contacts with different government organizations operating in and out of the Kingdom, under direct supervision of the Dean of Faculty & Personnel Affairs. The following services are offered to faculty members by /the Faculty & Staff Services Department:

2.4.1 Visas and Residence Permits

The Faculty & Staff Services Department makes necessary arrangements with the Government offices to provide faculty with required visas for themselves and for their authorized dependents as well as for their personal drivers and domestic helpers. The Department also arranges issuance of residence permits and their renewal at the due time, arranges endorsement of families and new-born children on residence permits; and arranges transfers of sponsorship for faculty who are hired locally and for their dependents as well as personal domestic helpers, if any.

The exit and re-entry visas issued may be valid from two to six months. Faculty members are required to submit their applications for exit and reentry visas along with a proof of payment of the visa fees to the Faculty & Staff Services Department ahead of time, which can now be paid either through the Automatic Teller Machine (ATM) or online banking systems of a local bank where the faculty member is maintaining an account. If the faculty member does not use the issued exit and re-entry visas within the approved validity of the departure date indicated thereon, the passport must be returned immediately to the Faculty & Staff Services Department for cancellation of exit and re-entry visas. Failing to return the passport on time will result in a heavy penalty that is imposed by the General Directorate of Passports, which is the liability of the faculty member concerned to pay. Faculty members should always be aware of the date of expiration of

their exit and re-entry visas. The re-entry visa becomes void in the event of any delay caused in using it for any reason. The re-entry visa cannot be renewed by the Saudi Consulates abroad.

The residence permit is normally issued for a two-year period upon payment of the required fee by the faculty member for himself and accompanied dependents. Residence permit fee will be charged for children above 17 years of age.

Faculty members are advised to hold individual passports for their dependents in order to facilitate their travel outside the Kingdom for any emergency because dependents included on the same passport are not allowed to travel alone outside the Kingdom.

2.4.2 Other Faculty Services

Additionally, the Faculty and Personnel Service Department render the following services:

- Procurement of Saudi driving licenses, car registrations, new license plates for cars and their renewal upon expiration of the validity.

Details about the procedures and forms for government operations and the locations of local government offices are available on the Faculty & Staff Services webpage. The webpage is accessible through the "Faculty & Staff Services (Passport Office)" link on the menu of the website of the Deanship of Faculty and Personnel Affairs (www.kfupm.edu.sa/fpa).

2.5 KFUPM Office in Houston (USA)

The main functions and responsibilities of this office are as follows:

- Recruit, plan and manage all matters related to KFUPM interview procedures.
- Act as liaison between KFUPM and the Saudi Arabian Cultural Mission to the USA and the Saudi Arabian Airlines as necessary for the KFUPM contractees' visa, diploma authentication and air tickets.
- Aid Saudi students who study in the southern states of the United States either on academic, personal or social issues.
- Act as liaison between KFUPM scholarship students and the Saudi Cultural Mission in Washington D.C., and their schools as necessary.

2.6 Payroll and Wages Department

All KFUPM employees' financial matters are handled by the Payroll and Wages Department. The major functions of this Department include:

- Preparation of regular salaries of all Saudi and foreign-contract employees, and preparation of final settlements and other entitlements; preparation of salaries for faculty, researchers and staff authorized to work in the summer semesters.
- Actions required on changes occurring to an employee status, such as, contract renewals, pensions, social insurance benefits, etc., to all eligible employees.
- Payments of compensation to the members of KFUPM standing committees as per effectively enforced rules and regulations; payments of overtime and per diem for authorized faculty.
- Preparation of statements and decisions of deputation for faculty and their financial settlements accordingly.

Chapter 3

Faculty Policies

3.1 General

All employees of the University are employees of the Saudi Arabian Government. On that basis, the University acts as an agent of the Government. Saudi faculty recruitment procedures follow the general rules and regulations of the Ministry of the Civil Service in addition to education by-laws. However, foreign faculty contracts are executed between the University and the individual in the role of a foreign "contractor", and all such employees are subject to the general laws of the Kingdom.

The information presented in this chapter is based on the "*Unified By-Law for Saudi Universities*" and its implementation by the University authorities, the "*Research Manual*", and the "*Faculty Promotion Guidelines*". Normally, all the below-mentioned procedures are followed strictly. However, exceptional circumstances that might occur can be discussed directly with the Dean of Faculty & Personnel Affairs.

3.2 Faculty Ranks

The following subsections introduce the titles that are used to describe faculty members in the University. Normally, a faculty member is required to perform duties involving teaching, research and University / community services.

3.2.1 Professorial Ranks

All professorial rank faculty members hold a PhD degree or equivalent and are affiliated to academic departments and the Research Institute (in some exceptional cases). The titles used to describe faculty members of the University are: Assistant Professor, Associate Professor, and Professor.

The University can also utilize the specialized experience and academic background of some national / international professionals from governmental, civil or military sectors and private companies toward teaching and research. Titles used to describe faculty members who apply or are invited to join the University on a temporary basis: are (i) Adjunct Professor, who works on a

part-time basis or for a part of an academic year, and (ii) Visiting Professor, who by mutual agreement wishes to associate himself with the university on a full-time basis for a specified period.

3.2.2 Non-Professorial Ranks

The non-professorial ranks in the University are: (i) Graduate Assistant / Research Assistant, who holds a B.S. degree, (ii) Lecturer, who holds a Master's degree, (iii) Lecturer-A, who holds a PhD but lacks the residency, and (iv) Instructor, who holds either a Master's degree or a degree that may be considered higher than a Master's degree.

3.3 Faculty Appointment

The University has a comprehensive review procedure to maintain and build up its excellent faculty. This assessment mechanism is designed to ensure that an individual is judged by the fair procedures of the "*Unified By-Law for Saudi Universities*" on the basis of his professional and academic qualifications.

3.3.1 Saudi Faculty

3.3.1.1 Professorial Ranks

In the professorship series, appointment is generally at the rank of Assistant Professor, but may also be made at the rank of Associate Professor or Professor. To ensure excellence, the applicant's file is evaluated by the Academic Department Council, College Council, and Scientific Council. The final decision to recruit the applicant is made by the University Board, and the Rector's approval is granted on the basis of the Councils' recommendations and comments.

The minimum standard for recruiting any professorial rank faculty member is a Doctoral degree from a recognized university. The potential for conducting successful teaching, research, and University & community services is an important requirement in hiring an Assistant Professor.

In addition to that, Associate Professors and Professors are recruited on the basis of obtaining the promotion to the desired rank from either a Saudi university or a recognized university. Experience in teaching and research are counted towards employing distinguished faculty members.

In exceptional cases, as may be determined by the University Board, the needs of the University may dictate that professional experience and academic accomplishments beyond the

Baccalaureate or Master's degree may be considered in lieu of a doctoral degree. This condition may also be applicable in the case of promoting the faculty member to a higher rank.

3.3.1.2 Non-Professorial Ranks

For non-professorial ranks, appointment is controlled by the recommendation of a standing committee headed by the Vice Rector for Graduate Studies and Scientific Research. To ensure excellence, the applicant's file is evaluated by the Academic Department Council, College Council, and the standing committee. The final decision to recruit the applicant is made by the University Board, and the Rector's approval is granted on the basis of the Councils' recommendations and comments. High academic credentials are an essential requirement in hiring non-professorial faculty.

The minimum standards for recruiting a Graduate Assistant are a Bachelor's degree from a recognized university, with a GPA of at least 3.5 on 4.0 scale or equivalent, and passing the departmental interview. The minimum requirement for hiring a Lecturer is a Master's degree from a recognized university. A faculty member is eligible for the rank of Instructor if he holds a Master's degree or above from a recognized university. Meeting the University teaching and academic experience requirements are additional conditions for hiring in the last two academic ranks.

3.3.2 Expatriate Faculty

Normally, an expatriate faculty member is appointed on a contractual basis. Contracting procedures are designed to obtain a pool of highly qualified applicants in order to maintain the excellence and high standards of the University.

When considering a contract for an expatriate faculty member, the following general procedures are conducted to evaluate the candidate's file: (i) evaluating the applicant's academic and professional experience thoroughly by the concerned academic department, college, or RI center councils, (ii) interviewing the applicant by university representative(s), (iii) recommending or rejecting the application, and (iv) sending an offer of employment or a decline letter. The final decision to offer the candidate a contract is made by the Rector on the basis of Councils' recommendations and comments.

The minimum standards for contracting in professorial ranks are a doctoral degree from a recognized university, promotion to the rank from a recognized university, and meeting the University teaching and/or research needs as well as services requirements.

The minimum requirements for contracting in Lecturer and Instructor ranks are a Master's degree or above from a recognized university, and meeting the University teaching and/or research needs as well as services requirements. In addition, eligibility to be employed on a Research Assistant rank is controlled by ensuring that the applicant holds a Baccalaureate degree from a recognized university and meets the University teaching and/or research needs as well as services requirements.

3.4 Contract Renewal

It is the intention of the University to encourage the faculty to maintain continuity of service. Therefore, the appointment and contract is, usually, renewed automatically on a two-year basis, depending on departmental evaluation and recommendations. Otherwise, either party should notify the other in writing of the desire to terminate the contract six months before the expiration date of the contract. In the event of termination of contract, all accrued salary is paid on departure from the University.

3.5 Academic Ethics

The academic ethics of faculty members of the University are based on Islamic values and teachings and well-accepted practices. Such ethics are reflected in the relationship between the faculty member and students, colleagues and University administration and community. The professional ethics include, but are not limited to, the principles expressed in the following subsections.

3.5.1 Teaching Ethics

As a class instructor, the faculty member should encourage students to pursue learning and development. He also should maintain the best academic and ethical values of the discipline. The code of ethics between the faculty member and students may be summarized as follows:

- Follow the University academic calendar, approved course description, and schedule of classes.
- Enhance the academic background continuously.
- Express respect for the student as an individual.
- Stick to a proper role as an academic counselor.
- Promote honest academic and personal behavior.

- Ensure that grades and evaluation reflect students' true merit.
- Appreciate the confidential nature of the relationship between faculty member and student.
- Avoid exploiting students for personal benefits.
- Acknowledge major scholarly assistance performed by students.
- Improve teaching quality by good preparation and utilization of educational aids.

3.5.2 Research Ethics

As a researcher, the faculty member should continuously seek to develop and improve scholarly competence. He is also expected to spread and extend technical knowledge and advancement to either government or private sectors. Honesty should always be the guide in conducting either basic or applied research. In particular, the faculty member should keep in mind the following guidelines:

- Keep abreast of developments in his field of specialty.
- Maintain professional contact with other national and international scholars and practitioners in his academic area.
- Improve research quality and creativity by publishing the results of his work in books or refereed journals.
- Avoid fraud, plagiarism and falsification of research results.
- Emphasize the importance of ethical research conduct to students and assistants who work under his supervision.
- Provide reasonable supervision to minimize the opportunities for research misconduct.
- Practice a fair policy regarding the inclusion and order of author names on publications.

3.5.3 Community Ethics

As a part of the academic community, the faculty member is believed to have decent commitments towards the university and society. A faculty member is expected to:

- Adhere to the rules of the university.
- Offer mutual respect and courtesy to his colleagues.
- Exhibit personal accountability and willingness to contribute effectively in different academic and managerial bodies.
- **Respect other's** opinions, ideas and criticism.
- Respect the privacy of work-mates and confidential nature of some managerial actions.

- Prevent utilization of University property for personal benefit without proper and explicit approval.
- Abide by the policies that minimize conflict of interest actions.
- Represent the university and serve the community in a highly professional way.

3.6 Work Loads and Responsibilities

To maintain the high quality of instruction, research and service, a faculty member is expected to spend up to 40 hours per week in executing University duties. However, he has the freedom to distribute these hours for the purpose of teaching, research development and creative work, office attendance, and committee services.

In addition, a professorial rank faculty member is expected to accept the maximum instructional load during the regular semesters. The distribution of loads are (i) Ten class sessions per week per semester for a Professor, (ii) Twelve class sessions per week per semester for an Associate Professor, and (iii) Fourteen class sessions per week per semester for an Assistant Professor.

However, the work load may be reduced if a faculty member has other administrative responsibilities, special assignments, approved research, lab development, development of new course materials, and supervision of theses, senior projects, summer training and co-op students.

A non-professorial rank faculty member is expected to accept the maximum teaching load of about sixteen class sessions per week during the regular semesters. However, the work load may be reduced if he has other special assignments or learning duties.

3.7 Performance and Evaluation

To improve and activate the professional competence and growth of faculty members in the University, well-established evaluation procedures are strictly practiced. An annual performance self-evaluation form should be filled in by the faculty member with the objective of building up a highly professional, stable and competent scholar. The major criteria used in the evaluation process are as follows:

3.7.1 Teaching Activities

Normally, a faculty member evaluates himself on the basis of the following teaching evaluation criteria:

- Faculty member evaluation by graduate and undergraduate students as well as short course participants. The standards for such evaluation are the faculty member's performance in preparing and organizing course materials, teaching skills, and utilizing innovative teaching and lab techniques.
- Course coordination and effectiveness in continuing education courses.
- Participation in formal and informal student activities, availability during office hours, and willingness to help students beyond contact hours.
- Participation in curriculum and/or new course development.
- Academic advising.
- Supervision of lab activities, senior projects, summer and co-op training, and field trips.
- Adherence to course material.

3.7.2 Research and Scholarship Activities

As an important part of his career, a faculty member should evaluate his research production on the basis of the following research activities:

- Attraction of funded research projects (university-sponsored and/or contracted by external clients).
- Execution of independent research activities.
- Supervision of M.S. theses and Ph.D. dissertations.
- Participation in technical seminars and presentations.
- Patents and other professional activities (book review, textbook translation, technical report write-up, etc.).
- Publications in ISI journals and/or proceedings.

3.7.3 Community Service Activities

These types of activities are evaluated on the basis of faculty performance and work delivery. The criteria used for evaluation includes:

- Committee work and its significance to the academic department, college, RI center, University, and community.
- Administrative responsibilities.
- Professional consulting.
- Participation in other professional assignments, such as initiation, association, or organization of local, regional or international conferences / workshops.

The annual faculty evaluation is an important tool that helps the faculty member himself as well as the upper management of the University to judge his overall performance based on well-recognized criteria and guidelines. The faculty member is informed about his overall performance on a periodic basis after evaluating his performance, with strict confidentiality, by the department head, college dean and the Faculty Affairs Committee. Comments and points of strength and weakness are typically recorded in the Committee's report.

3.8 Promotion

The main objective of the faculty promotion procedures is to promote academic excellence in the University. Protection against mediocrity and insignificant contributions to academia are additional goals for practicing such procedures. To achieve these goals, the University has established reputable guidelines that are comparable with governmental and international standards in all areas relevant to the University's programs. Details about these procedures are found in the "*Faculty Promotion Guidelines*".

3.8.1 General Procedures

The following are the procedures that are conducted whenever a faculty member is applying for a promotion to a higher academic rank:

- Submission of a Promotion Request File (Dossier) to the department chairman after checking with the Dean of Faculty & Personnel Affairs for applicant eligibility. The file should include (i) a recent curriculum vitae with details of the applicant's activity in teaching, research, services to university and community and other professions, (ii) copies of intellectual property such as published papers in refereed journals and proceedings, (iii) any other supporting documents.
- Normally, the departmental council or a departmental ad-hoc committee evaluates the completeness of the Dossier. Eight referees must be named by the department to review the promotion file.
- The college council upon the departmental council's recommendations confirms assessment of the applicant's eligibility for promotion. Additional referees might be nominated by the council to review the promotion file.
- Formation of an internal promotion committee by the Scientific Council (SC) after receiving the college council's recommendations. Members of this committee should have higher academic ranks than the applicant's rank. The main duties of the committee are:

- i) Communicating with extramural evaluators with regard to the file's evaluation.
 - ii) Evaluating the applicant's file thoroughly. Evaluation standards are: 60 points for research productivity, 25 points for teaching performance, and 15 points for University and community services. To be eligible for promotion, the applicant should accumulate at least 60 points from all evaluation categories.
 - iii) Writing a detailed report about the case and forwarding the recommendations to the chairman of the Scientific Council.
- Revision of the recommendations of the internal promotion committee by the Scientific Council on the basis of performance and evaluation reports and referees' comments.
 - Notification to the candidate and the concerned department in the University about the council's decision.
 - If the Scientific Council decides that the candidate deserves promotion to a higher professorial rank, the executive action is granted after the approval of the Rector of the University. Otherwise, the applicant will be informed about the Scientific Council comments.

3.8.2 Eligibility for Promotion

3.8.2.1 Promotion to The Rank of Associate Professor

The minimum qualifications for promotion from the rank of Assistant Professor to the rank of Associate professor are:

- At least four years of professional experience in the rank of Assistant Professor. The experience is accumulated in either a recognized university or institution.
- Accumulation of at least 60 points from all evaluation categories that include teaching, research and University and community services. Thirty-five points out of the sixty must be gained from research activities.
- Four research units that are published in ISI journals, proceedings, reviewed books, patents and/or any other creative intellectual work. Two out of these units should be a sole academic production of the applicant.
- Articles extracted from the applicant's own PhD Dissertation, MS Thesis, or previous research are not considered for promotion purposes.

3.8.2.2 Promotion to the Rank of Professor

The minimum requirements for promotion from the rank of Associate Professor to the rank of Professor are:

- At least eight years of professional experience, four years of which are in the rank of Associate Professor, is required for this rank. The experience should be accumulated in a recognized university.
- Accumulation of at least 60 points from all evaluation categories that include teaching, research and University and community services. Forty points out of the sixty must be gained from research productivity.
- Six research units that are published in ISI journals, proceedings, reviewed books, patents and/or any other creative intellectual work. Three out of these units should be a sole academic production of the applicant.
- Excellence in research and academic discipline.

3.9 End of Employment

Both the faculty member and the University has the right to initiate the act of termination of employment. Forms of this action are: resignation, retirement, and contract termination. Procedures linked to each case are explained in the following subsections. In addition, end-of-service benefits are presented in Chapter 5 of this Handbook.

3.9.1 Resignation

Resignation is an action by which a faculty member terminates his academic employment voluntarily. A faculty member must follow these procedures in order to resign from the University:

- The faculty member addresses a resignation letter to the head of his academic department or RI center.
- The head of the department or RI center forwards the letter to the college dean or a higher authority together with his recommendations and comments.
- The Rector officially declares the acceptance or temporary delay of the resignation.

3.9.2 Retirement

A Saudi faculty member is exempted from his position in the University when he reaches the age of 60. However, the University Rector has the discretionary power to extend a faculty member's

services on a temporary basis. If there is a significant need for the services of a Saudi faculty member, his retirement may be delayed until he reaches the age of 65. The Ministry of Education upon the recommendation of the Rector makes the decision about such an exceptional case.

In addition, a Saudi faculty member is entitled to apply for early retirement, if he completes 20 years of Government service. The request to retrieve and receive a pension must be approved by the concerned authority.

3.9.3 Contract Termination

Upon recommendations of the department, college, and/or higher administration, a contractee faculty member is granted a contract renewal letter every two years. If either party requests otherwise, a contract termination may be effective at an agreed-upon date. Reasons for contract termination are acceptance of resignation, cancellation of the academic position, job disqualification, unjustified absences, involvement in a crime or severe rule violation, disciplinary dismissal, permanent sickness, and/or death. Contract termination and final repatriation benefits are mentioned in Chapter 5.

3.10 Grievance and Disciplinary Action

3.10.1 Grievance

The University usually provides a positive working environment for its employees. However, if a faculty member believes that a possible instance of unjust treatment or dispute is hurting him or his profession, he may file a grievance request to the Dean of Faculty & Personnel Affairs. As chairman of the Faculty Affairs Committee, the Dean forms a sub-committee called "**Professional Relationships, Ethics and Grievances Committee**" and delegates the necessary authority to it in order to study the case thoroughly. The committee has the right to investigate different aspects and circumstances and arguments related to the problem in order to reach to a rational conclusion. Then, it addresses a report about the situation together with its recommendations to the Chairman of the Faculty Affairs Committee for further review by the Committee. Then, the Committee presents its final recommendations to the Rector for further arbitration or legal action.

3.10.2 Disciplinary Action

It is always expected that faculty members act in ethical and professional ways. However, if a faculty member fails to behave in a decent and satisfactory manner, he may be subjected to

disciplinary procedures. In a case where a complaint is filed against a faculty member by his boss or colleague(s), the University Rector has the authority to form a Disciplinary Committee. The committee has the right to call for a panel discussion and investigate different situations and arguments related to the act in order to reach to a reasonable decision. The committee forwards its report and recommendations to the Rector for final decision, as per University's Faculty Affairs By-law.

The disciplinary action that may affect the faculty member's career and record, after the Rector's approval, could be one of the penalties listed in article 89 of the above mentioned By-law such as: (i) official warning, (ii) merit increment elimination for one year, (iii) one-year promotion delay or (iv) dismissal from the University.

The faculty member has the right to appeal against the Disciplinary Committee's action by addressing a request to the Rector. If the committee insists that its decision is final, then the complete case is forwarded to the University Board for a final unappealable decision.

Chapter 4

Faculty Responsibilities And Duties

4.1 General

Consistent with the primary goals of seeking continual excellence in teaching, research and intellectual leadership, and in developing new knowledge and disseminating that knowledge to its students and the public, the University has adopted policies delineating the faculty's responsibilities in three distinct areas of scholarly engagement, namely: teaching, research, and university and public services.

As members of academia and the broader public community, the faculty have the obligatory duties of serving as scholars pursuing the search for knowledge and its free exposition, as teachers instructing and educating students, and as professionals contributing special knowledge and skills to the community through public service. In performing these duties, faculty members are expected to abide by the rules and regulations of the University and, those of the Kingdom of Saudi Arabia.

4.2 Teaching and Related Activities

4.2.1 Teaching Activities

The University considers the faculty's role in teaching and educational engagements as primary and essential. A faculty member, as a teacher, shall discharge his teaching responsibilities by presenting materials accurately and effectively in accordance with the approved course objectives and course outlines. He should make every effort to encourage students to learn and perform better, and in this respect, he shall adopt teaching methods which are highly effective, productive and conducive to learning. He should convey at the beginning of the semester the instructional objectives of each course and see that the objectives are fulfilled through course-related activities.

Besides the classroom teaching assignments, a teacher has the responsibility to develop a relationship with students in which he should act as an intellectual guide, counselor, advisor and mentor. He shall avoid any form of discrimination and bias and seek to provide an effective learning and teaching environment.

A teacher has the authority and responsibility to conduct and manage all his teaching-related activities with academic integrity, displaying high academic standards and discipline. In discharging his teaching duties, he has the responsibility to observe the rules and regulations of the University regarding course objectives, course contents, conduct of classes and examinations, office hours, course evaluations and other applicable provisions as and when introduced.

An instructor in discharging his teaching duties is expected to comply with the academic regulations prescribed in the '*Undergraduate Bulletin*' and the '*Graduate Bulletin*' published by the University.

4.2.2 Assignment of Instructional Responsibilities

Normally, the department chairman assigns teaching load, academic advising, and other teaching-related tasks to the faculty members, all of which vary from semester to semester depending on the departmental requirements and the policy of the department.

4.2.3 Teaching Load

Teaching load for a full-time teaching instructor in a regular semester may vary from semester to semester depending upon the requirements of the department and the number of teaching staff available. Primarily, teaching load includes teaching preparatory year, undergraduate and graduate courses. For faculty members holding professorial ranks, the teaching load in a semester is expected to be 10 to 14 contact hours per week. Additional load, over and above the normal teaching load, would result from supervision of co-op reports, senior projects and summer work reports and coordination of multi-section courses if appointed as a course coordinator. As an exception, however, the teaching load for professorial ranks in the Prep-Year Program (PYP) is between 20 and 25 contact hours per week. For lecturer and instructor positions, the teaching load is between 20 and 25 contact hours per week. The department may reduce the course load of a faculty member who is assigned a special duty by the department, by the College or by the University **provided H.E. the Rector's prior approval**. Faculty members (professors, lecturers, instructors) are expected to be available for approximately 40 hours per week to perform their professional duties.

The teaching load for faculty members who hold the administrative ranks of deans, department chairmen and those who are not full-time teaching faculty (e.g. managers and research engineers, scientists and specialists in the Research Institute) is expected to be at least one course per year depending on the needs of a department.

The teaching load for the faculty members who teach in the summer session normally does not exceed 14 contact hours per week.

4.2.4 Student Advising

The University considers student advising by faculty as an important teaching-related activity. A faculty member is expected to advise students in planning their academic programs during early registration, registration and throughout the academic year whenever a student seeks his advisor's input in academic matters. A student advisor has four major roles: (i) to advise and help students in early registration and registration formalities (including giving student 'advisor approval for early registration' prior to this activity), (ii) to provide guidance in dropping and adding courses and in improving academic performance, (iii) to ensure that the students understand the academic regulations and follow their academic programs in a sequential order, and (iv) to follow-up the students' academic progress, especially those who are not in good academic standing.

At the beginning of the early registration and registration period, the Deanship of Admissions & Registration supplies the list of advisees assigned and the most recent transcripts of students' academic records and their degree plans (Analysis of Degree Programs) to each advisor for his use. A student selects his courses in a semester in consultation with the advisor, who ensures that the courses are chosen appropriately in accordance with the degree plans, satisfying the prerequisites and other specific requirements of the courses, and complying with the minimum and maximum course loads allowed for early registration and registration of courses by students. An advisor must be closely familiar with the regulations of the University, which are specified by the Deanship of Admissions & Registration. The students submit their selections of courses on-line. The advisor can also review these courses on-line monitor to the student choices. Otherwise, the early registration becomes null and void. On registration day, a student can make changes to his course selection with the approval of his advisor.

It is also the duty of an academic advisor to assist his advisees in interpreting and understanding the academic regulations, in choosing the required and the elective courses in the desired sequence, in verifying the degree requirements for graduation, and in improving academic performance.

4.2.5 Course Coordinator

A faculty member may be selected by the department chairman to act as a course coordinator for a multi-section course, in which capacity he performs the duties of the course coordinator

prescribed by the department. Generally, the duties include preparation of a common syllabus and grading policy, which are to be followed by all instructors teaching the same course, and maintaining a basic coordination for uniform course coverage.

4.2.6 Curriculum Development

Each faculty member should have a continuing commitment to the development of subjects in his field. He should review and update the course contents, as and when necessary, to reflect new developments and advances.

A faculty member is also expected to develop new courses to include new advances and topical issues, which would strengthen the academic curricula. He should work in collaboration with other faculty members in his field to seek continuous updating and improvement of curricula.

4.2.7 Office Hours

Instructors are expected to schedule and keep a reasonable number of weekly office hours for student conferences and consultations. Office hours should be scheduled at times convenient to students. The instructor should also make provisions for prearranged appointments with students when there are conflicts and when a student needs more assistance. The minimum number of office hours is normally specified by the department. The academic departments require that the instructors post their scheduled office hours for the convenience of students and provide the department with a copy of their posted office hours.

4.2.8 Class Management

4.2.8.1 Course Scheduling

All on-campus credit courses are scheduled by the Office of the University Registrar under the Deanship of Admissions & Registration. The schedule of all classes, showing the class location and duration, is published in Office of the University Registrar website just before the early registration period. It can also be accessed thru KFUPM Portal (Registrar Services tab). The request for a change of location for a course due to inconvenience resulting from lack of equipment, inadequate size or any other reasons should be filed with the Office of the University Registrar by the course instructor through the chairman of the department, citing the reasons behind the request.

The request for a change in the scheduled class time can also be made only if there is conflict and/or a strong justification. The request must be filed with the Office of the University Registrar

through the chairman of the department, citing the reasons. It can be accommodated only if there is no enrollment in the section and resources available at the requested time.

Normally all undergraduate courses and laboratory sessions are scheduled within the time period 7:00 am - 5:00 pm and the graduate courses are usually scheduled in the evening from 5:00 pm - 9:00 pm.

4.2.8.2 Observance of Prayer Breaks

Afternoon laboratory sessions continue through Al-Asr prayer time (afternoon prayer). Instructors conducting such laboratory sessions should interrupt their activities by a break for prayer as close to the time for prayers as possible.

Instructors should aim to avoid prayer times or to allow prayer breaks, as much as practicable, in scheduling make-up classes, examinations or any other activity. The observance of Maghrib prayer (dusk prayer) should particularly be followed in all scheduled activities.

4.2.8.3 Hours of Instruction and Conduct of Classes

The duration of each lecture and laboratory session is indicated by the Registrar's office. An instructor is responsible to the department offering the course and to the college dean for orderly and competent conduct of classes and all teaching activities. Faculty members are expected to start and finish their scheduled classes promptly on time.

4.2.8.4 Classroom Supplies

Each classroom is fitted with a blackboard, an overhead projector, a screen, writing chalks and dusters. Colored chalks, transparencies and other classroom supplies are available from the academic departments. Request for audio-visual support for classroom instruction should be made in advance by the instructor to the Audio Visual Department of the University.

4.2.8.5 Class Roster

The class roster can be accessed by the course instructor thru KFUPM portal (Registrar services tab) during the term. It is the responsibility of the instructor to ensure that all names of students who are officially admitted to the course are duly registered in the class roster. Any discrepancy (especially students who do not show up since the beginning of the term) between the actual class list of attendees and the official registry must be brought to the attention of the Office of the University Registrar.

4.2.8.6 Record of Class Attendance

A regular student is expected to attend all classes and laboratory sessions. To discourage class absenteeism of students, the University enforces a policy on class attendance in which a regular student will not be allowed to continue in a course and take the final examination if his unexcused absences exceed 20% of the lecture and laboratory sessions scheduled for the course or if his attendance, allowing for both excused and unexcused absences, is less than 66.7% of the scheduled class and laboratory sessions. A course instructor should therefore keep a record of class and laboratory attendances of all students. A grade of DN in a course is given if the student's unexcused absences are more than 20% of the lecture and laboratory sessions scheduled for the course.

4.2.8.7 Cancellation of Classes and Make-up Classes

An instructor may cancel a class due to sickness, emergency leave, an official business trip or assignment or any other unforeseen, unavoidable events. In such cases, he must inform the department of the cancellation with justification and also notify the class.

For all cancelled classes, make-up classes must be scheduled to complete the course coverage. It is the responsibility of the instructor to make arrangements for the extra class meetings at a **suitable time free of conflict with students' academic engagements**. The department should be informed of the scheduling of all make-up classes.

Make-up classes as indicated by the University may also be needed as substitutes for the class meetings lost due to inclement weather, special holidays and a change made in the academic calendar under special circumstances.

4.2.8.8 Saturday Classes

The academic calendar may occasionally require scheduling of classes on some Saturdays, treating Saturdays as normal working days. Normally, the number of Saturdays needed to fulfill an academic schedule, if necessary, will not exceed two per semester. The academic calendar prepared by the Deanship of Admission & Registration specifies these Saturdays when normal class meetings are to be held. Faculty members should conduct their class meetings on these Saturdays without any cancellation or rescheduling of classes.

4.2.8.9 Substitute Instructor

The department may appoint a substitute instructor as a temporary replacement for the designated instructor when a prolonged absence is expected due to illness or unfortunate events and when the anticipated loss of regular classes cannot be compensated by make-up classes.

An instructor may also request the department chairman to substitute a teacher for a short absence necessitated by an official trip, domestic or abroad, for conference attendance, professional meetings or a special assignment.

4.2.8.10 Student Conduct and Cheating

The students are responsible for complying with policies, standards, rules and requirements for academic and social behavior formulated by the University.

Cheating is an act of dishonesty, and faculty members and students must maintain trust and honesty to ensure and protect the integrity of grades. All academic work or requirements assigned to a student must be carried out by him independently without any unauthorized aid of any kind.

Instructors must exercise due professional care in the supervision and verification of academic work so that honest effort on the part of the students will be positively encouraged. If any instance of dishonesty by a student in homework assignments, exams, or any other requirements of the course is discovered by an instructor, it is his responsibility to take appropriate action. Based on his judgment of each particular case, he should, for instance, give a zero grade for that particular assignment or homework. The instructor will notify the department chairman about the incident in writing who, in turn, will submit the case to the attention of the dean of the college. After deliberating the case, the college council may approve the instructor's decision(s), or else if further action is required refer it to the appropriate academic disciplinary committee for review, and submit its recommendation to the Rector of the University based on the Student Disciplinary Rules. A student has the right to appeal to the Dean of Student Affairs within one week of notification of a disciplinary decision.

An instructor should also report to the department chairman any incident of gross misconduct by a student in his class for investigation and disciplinary action.

4.2.8.11 Mid-term Grades for Students

The University maintains a policy of reporting mid-term warning grades whereby the students are notified of the courses in which they are performing poorly or not attending classes regularly or

both. The mid-term warning serves as a timely notice for such student to review his academic status and take necessary action. The latter may include dropping the course with a W-grade.

By the deadline specified by the Office of the University Registrar, the instructor of a course indicates the names of the students online who, according to him should receive midterm warning in the course, as judged from the class work, homework, Quizzes, examinations completed by then as well as the number of unexcused absences from class meetings.

4.2.9 Course Management

Instructors are fully responsible for the administration of all course work which includes preparation of lecture notes, distribution of notes and other reading materials, preparation of homework or other assignments for the students and their grading, conduct of examinations and grading of examinations and forwarding the final grades to the office of the Deanship of Admissions & Registration.

4.2.9.1 Course Syllabus

The instructor of a course shall adopt, if available, a detailed syllabus of a course developed and approved by the department. In the event of a first-time offering of a course, the instructor shall develop the course outline on the basis of the approved course description and seek its approval prior to the offering of the course.

It is obligatory on the part of an instructor to ensure that the adopted course syllabus is up-to-date and he should propose and implement, with the approval of the department, an updated syllabus reflecting the recent advances in knowledge in the field.

The instructor must distribute to his class a copy of the detailed syllabus, containing the course title, the text(s) and reference books, the sequential coverage of the materials lecture by lecture, the schedule of examinations and tests, the grading policy, the attendance policy and important deadlines, if any. It should also include specific course requirements (e.g. projects, reports, oral tests, quizzes).

4.2.9.2 Course Assignments

The University requires all courses, other than the research-oriented ones, to include a number of assignments (e.g. homework, term papers, lab reports, etc.) which the students should complete individually or in groups as part of their course work, as this type of exercise enables students to better understand and learn from a course. The course instructor will decide on an appropriate

number of assignments which are given to the students periodically as the course progresses. He will set up policies regarding the submission of all written assignments, the return of the corrected and graded assignments back to the students, and the weight of such course work in the final grade.

The instructor will also schedule and conduct all in-class tests, if they are planned in addition to the major examinations scheduled in the course syllabus.

4.2.9.3 Textbooks and Course Materials

Wherever necessary, a scheduled course has a designated textbook, which has been adopted by the department. As all students registered in a course will have a copy of this book, an instructor may freely refer to the textbook as and when necessary. The adoption of a textbook does not restrict the instructor to use this book exclusively in his teaching and therefore he may freely adopt other references to supplement teaching material, which may include his own prepared lecture notes.

Where there is no designated textbook, an instructor must rely on his own collection of materials and, whenever necessary and appropriate, he should distribute the course materials to the students in his class.

An instructor can propose a new textbook, either as a replacement for an existing one or as a new addition for a course where there is no designated textbook, by following the University's procedure, which requires approval of the department, the college and the University.

4.2.9.4 Course File

The University maintains a policy on course files, according to which an instructor is required to prepare a course file with necessary documentation and submit it to the department on completion of the course. The course file should contain materials in accordance with the department's policy and may include syllabus, instructor's report, copies of homework, projects and examinations and samples of students' work.

4.2.10 Examinations and Grades

A student's performance in a course should be evaluated by the teacher through assigned classwork, homework, and assignments and through scheduled examinations. A letter grade, based on the aggregate numerical score, is given to students following the grade distribution policy of the University.

4.2.10.1 Examinations

A course is evaluated either by (i) all or some combinations of oral and practical examinations, research, term papers and other activities plus at least one written test, or (ii) at least two written examinations.

Special courses involving symposia, research, field work or work of a practical nature may be excluded from the above requirements of evaluation of grades.

All examinations, excluding the finals, are scheduled by the instructors themselves. It is recommended that at least one test be conducted and the results disclosed before the last day of dropping courses without permanent record so that a student can decide to continue in the course or to drop it.

Final examinations, which are mandatory for all courses, are scheduled by the Deanship of Admissions and Registrations at the end of each semester during the "*examination period*". The schedule indicates the date, time and location of all examinations. In general, the day and time of a final examination should strictly be adhered to and only in exceptional cases with justifiable reasons, a faculty member may request a rescheduling of a final examination with the approval of the department chairman and concern of the students enrolled in the course. The recommended new date and the time of the final examination of this course must fall within the final examination period.

The duration of a final written examination should not be less than one hour and not more than three hours.

4.2.10.2 Failure to Attend Final Examination

Normally, a student who fails to attend the final examination will be given a zero in that examination. In that case, his course grade will be calculated on the basis of his class work and other test scores he earned in the course. (As per Article # 11, The Undergraduate Study & Examination Regulations and KFUPM rules for its implementation).

However, if the failure to attend the final examination was due to circumstances beyond his control, the student may request a make-up examination under the provision of section 4.2.10.3. (As per Article # 12, The Undergraduate Study & Examination Regulations and KFUPM rules for its implementation).

4.2.10.3 Make-up Examinations

If a student misses an examination or test, other than the final, an instructor will make an arrangement for a make-up examination, if the student submits to the instructor, immediately upon his return, an approved excuse for the absence which prevented him from taking the examination.

If a student fails to attend the final examination of a course due to circumstances beyond his control, he may request from the instructor, by means of a petition, a make-up examination before the end of the next semester. In such a case, the instructor submits his report to the department chairman for presentation to the departmental council and, then, to the college council. The dean of the college informs the student of the council's decision. If the petition is accepted by the council, the student will be informed of the date, time and venue of the make-up examination.

4.2.10.4 Conduct of Examinations

Instructors should prepare examinations in strict secrecy and confidentiality. The instructor alone is responsible for having the examination papers printed at the Examination Center of the University and collecting them himself after they have been printed.

No student will be allowed to sit for a final examination after the lapse of 30 minutes from the beginning of the examination. Also, no student will be allowed to leave the examination venue less than 30 minutes after the beginning of the examination.

The venue and the time of the final examination should not be changed without the approval of the department chairman and the Registrar. For all examinations other than the final, the instructor himself must decide on the venue and the time for the examinations.

4.2.10.5 Cheating in Examinations

A course instructor or a supervisor of a course examination who discovers that a student is cheating or attempting to cheat in any of the written examinations must give the student a zero grade in that examination. He should also submit a report containing his recommendation to the chairman of the department offering the course. Based on his judgment of each particular case, the course instructor may additionally choose to take further action such as to give the student an F grade in that course. The department chairman should submit his report on the case to the dean of the college. After deliberating the case, the college council may approve the instructor's decision(s), or else if further action is required, refer the case to the Academic Disciplinary

Committee for review, and submit its recommendation to the Rector for appropriate action based on the Student Disciplinary Rules.

4.2.11 Grades

The grading system, described in detail in the booklet "The Undergraduate Study and Examination Regulations and the KFUPM Rules for Their Implementation", consists of the following letter grades:

Letter Grades	Points	Descriptive Grades
A+	4.00	Exceptional
A	3.75	Excellent
B+	3.50	Superior
B	3.00	Very Good
C+	2.50	Above Average
C	2.00	Good
D+	1.50	High-Pass
D	1.00	Pass
F	0.00	Fail
IP	-	In Progress
IC	-	Incomplete
DN	0.00	Denial
NP	-	No grade-Pass
NF	-	No grade-Fail
W	-	Withdrawn
WP	-	Withdrawn with Pass
WF	0.00	Withdrawn with Fail
AU	-	Audit

4.2.11.1 Grades for Credit Courses

A student's final grade in a fully completed credit course will be one of the nine levels of grade from A+ to F as indicated in the previous table. Although guidance with regard to the range of score applicable for each of the nine levels of grade is given in the above-mentioned booklet, an instructor may judiciously adopt a similar breakdown of numerical score for grade distribution with acceptable variations, which are reflective of the standard of the examinations and the grading policy of the instructor.

The course instructor may consider both the average numeric score and the standard deviation in determining the student's final grade, which reflects his achievement.

The grades of NP and NF/F are assigned to thesis (M.S. and Ph.D.), MEng. reports, seminars, coop program (course nos 350 or 352) and summer training reports, which are offered on the basis of Pass or Fail.

4.2.11.2 Grades for Noncredit Courses

The grade AU will be assigned to students who register and attend a course as auditors, regardless of their performance in the course. The effect of the grade AU on student's cumulative or semester GPA is the same as the grade NP (no grade, pass). The instructor informs the Deanship of Admissions and Registration if such a student is absent for more than one-third of the classes, in which case the course will be removed from the student's record.

4.2.11.3 Grades for Non-completion of Courses

The grade WP or WF in a course is given to a student who officially withdraws from all courses after the expiry of the permitted withdrawal deadline. The grade WP is given upon the instructor's confirmation that the student's performance in the course was satisfactory and that his unexcused absences in the course were less than 20% of the lecture and laboratory sessions scheduled prior to the withdrawal. This grade does not affect the student's cumulative or semester GPA.

The grade WF is assigned to a student in a course if his performance according to the course instructor was unsatisfactory in the course. A student who receives such a grade is considered as having failed this course.

In the case of a student not being able to complete all requirements of a course in the semester due to exceptional circumstances beyond his control, the course instructor, as an exception, may allow the student to complete the course requirements during the following term. The instructor recommends in such a case an IC grade for the course, after identifying the work and the time needed to complete the course requirements. For an IC grade, the instructor must submit a report to the department chairman indicating the reasons and justifications for assigning the IC grade and the work and time needed to complete the course. The department chairman may allow the student to complete the course at the latest by the end of the next regular semester.

If a course of a research nature requires more than one semester for its completion, the student will be assigned a temporary IP grade, and after the completion of course, the student will be given the final grade. However, if he fails to complete on time, the department council may approve the assigning of IC grade for this course.

A student who desires to drop a course from his academic program may do so with the approval of his academic advisor within the deadline specified by the Deanship of Admissions & Registration. Courses can be dropped *without any permanent record* only within the first deadline which is normally about two weeks from the beginning of the semester. Drops of courses thereafter, but before the expiry of the second deadline, which is about six weeks from the beginning of the semester, will be recorded *permanently* with W-grade (in a course) and about ten weeks with W grade in all courses. A student will not normally be allowed to drop a course after the expiry of this third deadline.

4.2.11.4 DN Grade for Excessive Absences

The grade DN is applicable to courses in which a student exceeds the permissible limits of unexcused absences and total number of absences from the lecture and laboratory sessions scheduled for the class. (See Section 4.2.8.6.)

4.2.11.5 Extension of IC Grades for Co-op Students

Students registered in the co-op program may, upon the recommendation of the co-op advisors and with the approval of the department chairman, delay completion of the course for an additional regular semester.

Students with an IC grade in a course before registering for the co-op program may be allowed to complete the incomplete course within a maximum period of one semester after completion of the co-op program.

4.2.11.6 Removal of IC Grades

An IC grade must be removed by the instructor within the following regular semester, by assigning the final grade earned by the student. Failure to report the final grade within the semester following the semester in which IC grade was given will result in the grade being changed automatically to F by the Deanship of Admissions & Registration.

4.2.11.7 Submission of Final Grades

All final grades must be submitted by the instructor online thru KFUPM portal (Registrar Services tab) by the deadline specified by the Office of the University Registrar. It is the responsibility of the instructor to ensure that the final grades are submitted online without any violation of the procedure prescribed by the Office of the University Registrar.

It is highly recommended that an instructor should be available in his office during the office hours (preferably longer) for at least two days following the submission of final grades. This allows the students to discuss the grades, and review the final, if such a need arises.

4.2.11.8 Change of Grade

No grade shall be reviewed or changed after the submission of the final grades to the Deanship of Admissions & Registration without a written request from the course instructor explaining the reasons for the change. Such a request for a grade change must be endorsed by the department chairman and the dean of the college. The Deanship of Admissions & Registration should be informed of these changes no later than the beginning of the final examination period for the next semester. The corrected grade will appear in the student's record.

4.2.11.9 Request for a Review of Final Grades by a Student

A student who feels strongly that he has received a grade that is demonstrably inaccurate, or that the grading was unfair, must promptly discuss the matter with the instructor of the course. If the student and his instructor are unable to arrive at a mutually agreeable solution, the student may file an official appeal to the chairman of the department offering the course, no later than the end of the fourth week of the next semester. The department chairman will investigate through an ad-hoc committee, if necessary, whether the appeal is justified by reviewing the instructor's evaluation of the student based on the student's class work and final examination scores. The department chairman will then take appropriate action, if he deems it necessary, by submitting the student's appeal to the college council.

4.2.12 Course Evaluation by Students

Towards the end of a semester, each academic department arranges for evaluation of all courses taught in the semester. The evaluation of a course is made by the students taking that course, using the university's standard evaluation form. Normally, a person delegated by the department conducts this evaluation on a scheduled day, by bringing the evaluation forms, distributing them to the class and then collecting them from the students. The evaluation is conducted without the presence of the instructor.

The department analyzes the evaluation after the submission of the final grades and submits the evaluation summary to the instructor for his information. **The students' evaluation of a course** is viewed as an indication of the effectiveness of the teaching methods and learning process. This input helps an instructor to identify the areas where improvement can be made in teaching.

4.2.13 Academic Conduct in Teaching

As members of a learned profession and an educational institution, teachers should exhibit accuracy, restraint and respect for opinions of others, including students and colleagues. Both within and outside the classroom, when they speak as a member of this institution, they should not offend cultural and religious sensitivities, nor introduce controversial issues unrelated to the course content.

4.3 Research

The University encourages faculty members to engage in a broad spectrum of research and creative activity of the highest possible quality, from basic to applied research, in all academic disciplines. The search for new information, better understanding and new discoveries is an important goal of the University.

A faculty member, as part of his academic duties, should become involved in research activities which promote creative scholarship, innovative ideas, and new solutions to complex problems. He is evaluated in part on his ability to demonstrate creative and productive work through published research and related activities.

The University provides support services for research in the form of space, funds, compensation, well-equipped laboratories, computing facilities, reduced teaching load, and hiring research assistants. Research at this university generally falls into four categories: (a) *funded research* (b) *graduate student research* (c) *individual research* and (d) *applied research*. While all research under (a) is fully funded, including a compensation for the researcher, those belonging to (b) and (c) are supported by the department on the basis of materials, equipment and basic necessities.

4.3.1 Research Facilities

The University vigilantly maintains, upgrades and establishes new facilities for on-campus research so as to provide a vibrant academic environment conducive to research. Facilities include well-equipped laboratories manned by skilled technicians, space for testing and experimental work, computing facilities provided by the Information Technology Center, and funds for consumables and expendable items. Workshops and machine shops provide the facilities for fabrication of materials needed for the experimental work. The University also hires qualified graduate students to strengthen its graduate programs and research capabilities.

The University's main library is well stocked with books, journals, and reference materials and it fully supports on-line search and procurement of references needed for research. The library has a collection of over 400,000 books and bound journals, approximately half a million microform items, and a selection of audiovisual media. It subscribes to 1,003 periodical titles, 688 of which are accessible online, and procures research and reference materials against standing orders. Faculty and students have Intranet and Internet remote access to almost all the databases through the library website.

The Research Institute, which is equipped with sophisticated equipment and highly specialized technicians, provides further support for research undertaken by faculty members.

4.3.2 Funded Research

Funded research is supported by grants received from a sponsoring agency through submission and acceptance of research proposals. Several types of research grants are available, all of which are awarded on the basis of the merit of the submitted proposals. The Deanship of Research oversees the execution of funded research projects conducted by KFUPM faculty. Deanship of Research is described in detail in section 6.4.

4.3.2.1 KACST Funded Projects

To encourage and promote basic and applied research in all disciplines in the Kingdom, each year King Abdulaziz City for Science and Technology (KACST) sponsors a number of fully funded projects. Interested faculty members can respond to the call for submission of proposals, formally announced each year. A proposal must be submitted in the specified format prior to the deadline announced by KACST. All proposals should be routed through the office of the Vice Rector for Graduate Studies & Scientific Research, which acts as the local representative of KACST. The procedure involved in the submission and evaluation of the proposals is as follows:

- i) The Vice Rector for Graduate Studies & Scientific Research announces the call for KACST proposals by a deadline (normally a week earlier than the deadline set by KACST).
- ii) The submitted proposals are reviewed in-house by an ad hoc committee formed by the Vice Rector for Graduate Studies & Scientific Research. The proposals are checked to ensure whether they are written in the proper format and whether all requirements for submission are fully met. The proposal coordinators are notified of any changes that should be made.

- iii) Following this initial screening, all proposals are forwarded to KACST, which undertakes a rigorous peer review of all proposals. Based on the peer review, the KACST's internal review, and the available budget, projects are selected by KACST for funding.

A fully-funded KACST project covers all expenses, including the cost of any new equipment and remuneration for the investigators and other personnel engaged in the project. It also provides support for conference attendance and professional meetings. The budget is administered by the office of the Vice Rector for Graduate Studies & Scientific Research. All communications with KACST regarding a KACST-funded project must be routed through the office of the Vice Rector for Graduate Studies & Scientific Research.

The publication of research work from KACST-sponsored projects requires prior approval from KACST. Acknowledgement of the financial support from KACST should be made in all publications resulting from KACST-sponsored projects.

KACST also supports limited-grant projects which are of short duration. Such projects are also announced annually by KACST and the procedure for submission of proposals is essentially the same. Although all expenses related to the project are fully supported by KACST, investigators are not compensated for their work in the limited-grant projects.

4.3.2.2 SABIC Grants

The Saudi Basic Industries Corporation (SABIC) is another agency in the Kingdom, which provides annual grants for research related mostly to the petrochemical and chemical industry. The University Research Office, under the Deanship of Research, manages all SABIC grants and makes the announcement regarding the annual grants.

Although the SABIC grants are generally reserved for areas of industrial research related to petrochemical and chemical products, consideration is also given to technically meritorious proposals in other relevant areas. The details for submission of research proposals can be obtained from the University Research Office. The University's *Research Manual* published by the Deanship of Research also contains information about the SABIC Research Grants.

4.3.2.3 University Research Grants

The University through the Deanship of Research provides support grants for research in all areas of science, engineering, environmental design, and management with the aim of promoting productive research and creative scholarship. This support includes the following: (i) monthly compensation for faculty members, students, and technicians contributing towards the project;

(ii) per diem support to attend internationally recognized conferences to present papers; (iii) funds for procurement of equipment; (iv) reimbursement of costs related to stationery and miscellaneous items; and (v) sabbatical and summer scholar program support.

All proposals are evaluated by two or three international reviewers selected by the University Research Committee (URC) from well-known experts in the fields of the projects. The final decision either to accept or reject the proposal is based upon the reviewers' evaluation of the proposal. At any one time, a faculty member can be part of a maximum of three active projects recommended by the University Research Committee to be eligible for compensation (i.e., two as a principal investigator and one as a co-investigator). All University-funded projects require submission of interim progress reports semi-annually and a final report at the conclusion of the project to the URC.

One of the conditions of awarding the University research grants is that the recipients acknowledge the support of the University in all publications and presentations resulting from the sponsored research.

4.3.2.4 Other Research Grants

A faculty member can seek, through his department or college, research funds from local industries or governmental agencies to conduct research in areas which are of interest to the sponsoring agencies. The University encourages faculty members to seek such support, as it enhances the interaction with local industries and engages the University in solving local problems and meeting their needs.

4.3.3 Participation in Research Institute Projects

As the Research Institute often utilizes the expertise available in the academic departments, faculty members have the opportunity to participate as members of a team undertaking a project secured by the RI. Academic departments can also act as the host unit and submit proposals through the Research Institute to secure client-funded research projects. Typically, the project manager designate or the coordinator of a proposal, who can be either a fulltime researcher or a faculty member, constitutes the project team drawn from the available pool of expertise in the University. A participating faculty member is compensated for his work in a funded project, secured through the Research Institute, in accordance with the policies of the Institute.

As the Research Institute has established rules and regulations governing the execution and management of all contracted projects secured by the Institute, a participating faculty member

should follow them in discharging his duties. These include, among others, maintenance of the confidentiality of all classified work, full compliance with the publication policy, remuneration policy, and recognition of individual and collective responsibilities.

The final report and the progress reports, if any, are written collectively by all researchers participating in the project. These reports are written in the format prescribed by the Research Institute in its *Contract Research Report Writing Manual*.

An individual may initiate and develop new proposals for possible funding from local industries through the Research Institute. The proposal, written with all the information needed by a potential client-buyer, aims to persuade the recipient to purchase the product or service offered. However, a vast majority of proposals submitted through the RI are in response to a request for proposal from a client. All proposals through the Institute must be written in the format specified by the Institute. (Refer to the Institute's *Contract Research Proposal Writing Manual*). The proposal is evaluated internally first by the Institute before it is submitted to the client.

A researcher or a faculty member can also, as part of marketing the available services through client-funded research of the Research Institute, begin an initiative with the preparation of a Technical Memorandum in which he introduces concepts, capabilities, products, or services to a potential client. Care should be taken to ensure that these documents are not considered to be legally binding proposals by a client. Guidelines for the proper preparation of Technical Memoranda are available from the Center for Research Support at the RI. The format and style of writing proposals, reports and technical memoranda should conform to those specified in the Institute's *Contract Research Style Manual*.

4.3.4 Graduate Students Research

One of the major components of the research activities of faculty members is their involvement as thesis advisors of graduate students. Students enrolled in M.S. degree and Ph.D. degree programs are required, as part of the degree plan, to complete a thesis based on independent research. M.S. and Ph.D. students conduct their research under the supervision of a faculty member who provides the necessary guidance and advice.

All theses or dissertation proposals, which are prepared by graduate students under the guidance of the thesis advisors, must be approved by the departmental council or by the departmental graduate committee, if the department grants such an authority. The department provides support

for all research related to theses in the form of supply and use of manpower, materials, space, and equipment.

Faculty members should ensure that the proposed work can be carried out utilizing the available resources of the department and the University, so as to avoid unexpected delays due to lack of facilities and support. However, this does not prevent a faculty member from undertaking research that would require procurement of new equipment and construction of new facilities. For such cases, the department reviews the support requested by the faculty and, if it approves, seeks support from the University.

As the research conducted by graduate students is the backbone of the graduate studies program, the University looks forward to the faculty playing an active role in thesis supervision and initiating new productive research with their students.

4.3.4.1 Thesis or Dissertation Advisor's Responsibilities

A thesis or dissertation advisor is responsible for: (a) continuous guidance of a student regarding his research work; and (b) orderly follow-up of all regulatory procedures regarding the **examination and the defense of the student's thesis or dissertation**. With regard to item (a), advisor should not only provide the technical guidance, but also should ensure that the student's research is not hampered by the non-availability of facilities and resources.

With respect to item (b), it is the responsibility of the advisor to ensure that the thesis or dissertation examination committee has been properly constituted and the student's defense examination has been conducted in compliance with the rules and regulations of the Deanship of Graduate Studies.

4.3.4.2 Thesis or Dissertation Examination

A thesis or dissertation examination committee for a graduate student must be constituted by the thesis or dissertation advisor of the student in accordance with the University regulations (see the *University Graduate Bulletin*). This examination committee examines the thesis or dissertation and conducts the oral defense examination of the candidate. Some academic programs require, in addition, that a M.S. candidate presents and defends his thesis work in a public seminar. For a Ph.D. dissertation, it is mandatory that the candidate defends his dissertation work in a public forum in addition to facing an oral examination before the examining committee.

It is the responsibility of a thesis or dissertation advisor to schedule the oral examination and the public defense of the student at a time convenient to all. The rules and regulations concerning

the conduct of the defense examinations and the reporting of the results should be followed by the advisors.

4.3.5 Individual Research

If a faculty member desires, he may pursue research on his own in his chosen area by undertaking "individual research".

However, it is expected that a faculty member would first seek support from the University for the proposed research (see Section 4.3.2.3). In the event he fails to secure University funding, he may continue his independent research utilizing the department's support for such work. The support normally includes the use of manpower, materials, space, and equipment. Some departments with graduate programs periodically suffer from insufficient enrollment of graduate students. As the available University funding may not be always sufficient to support a large number of funded projects, the department provides the basic amenities to encourage its faculty to conduct their individual research in such cases.

4.3.6 Research Publications

It is the responsibility of the faculty to adhere to the standard academic ethics in publishing research findings by including as co-authors those who are entitled to co-authorship and acknowledging the relevant contributions of others. If a faculty member has acted as a thesis advisor for a student, he should include, whenever appropriate, the name of the student in all publications related to the student's thesis.

The research projects funded by sponsoring agencies and the University require due acknowledgement of the financial support in all research publications emanating from the project. Some client-funded projects may prohibit publication of any material without the written permission of the funding agencies. The publication policy of the sponsoring agency for a funded project must be strictly followed.

4.3.7 Patents, Copyrights and Other Proprietary Claims

In some instances, the research conducted by the faculty members may lead to a discovery or an invention, which can be patented or otherwise subjected to a proprietary claim. A faculty member should proceed immediately with the patent formalities as soon as he has conceived a new invention by submitting a *Disclosure of Invention* in accordance with the University's procedure.

The apportionment of claim or joint ownership depends on the type of research grant or support received by the faculty which, for the purpose of sharing, is divided into three categories: (a) basic departmental research, (b) organized project research, and (c) sponsored contract project work.

4.3.8 Conduct in Research and Publications

The University expects its faculty to maintain an atmosphere of intellectual honesty and high ethical standards in research and publications. Any intentional distortion, fabrication, or falsification of research data, information or conclusions, and plagiarism are prohibited by the University policy. The University's basic rules on misconduct in research and proper conduct are given in Appendix J of the *"Faculty Promotion Regulations and Guidelines"*. The office of the Vice Rector for Graduate Studies & Scientific Research deals with all reported cases of misconduct in research.

In the case of sponsored research or contracted work, a faculty member must abide by the rules and regulations for such an engagement, in addition to the University's rules and regulations.

4.4 Departmental, University and Public Services

The faculty play an important role in the conduct of the University affairs and in developing policies and plans of the University. Much of the planning and administration of the University's programs and policies are carried out by the standing committees and the ad-hoc committees formed by the University and the departments. The University seeks the fullest possible contribution of the faculty in such committees.

Faculty members are also expected, as part of their academic duties, to perform public service by conducting continuing education courses, making contributions to professional organizations and meetings and to the community at large, and by providing consulting services.

4.4.1 Departmental Committees

4.4.1.1 Departmental Standing Committees

Each academic department conducts its affairs, including planning and development, through a number of departmental standing committees. These committees are formed by the department chairman who selects faculty members for each committee. Either the department chairman himself or the members of the committee select a chairman for the committee. A standing

committee remains in force for the full academic year. A full-time teaching faculty member is expected to serve on at least one departmental standing committee in an academic year.

As committee members, the faculty will perform to the best of their ability the duties of the committee, by attending regular meetings, participating in constructive discussions and contributing with ideas and actions. The chairman of a committee, who administers its functions, forwards all its recommendations to the department chairman for the necessary action by the department.

4.4.1.2 Departmental Ad-hoc Committees

The department chairman forms ad-hoc committees, from time to time, by selecting some faculty members from the department, to carry out a special task, assignment or study. Faculty members should serve on these committees whenever they are asked to do so. An ad-hoc committee is automatically dissolved at the completion of its assigned task.

4.4.2 University Committees

4.4.2.1 University Standing Committees

As highlighted in Section 1.13, the affairs of the University, in almost all aspects of its operation, planning and conduct, are managed through a number of standing committees, whose charges, functions and by-laws are chartered by the University. A large pool of membership to these committees comes from the appointment of faculty members, whose participation and involvement are viewed as essential by the University.

The appointment to a standing committee is effected in two ways: (i) a faculty member can seek appointment to a standing committee through elections which are held at the annual Rector-Faculty meeting or (ii) he may be selected and appointed directly by the Rector of the University.

As members of the standing committees, the faculty will perform to the best of their ability by attending regular meetings, participating in fruitful discussions and carrying out all assigned duties. Occasionally, a standing committee may form an ad-hoc subcommittee under its umbrella, consisting of some members from the committee itself, to address or study a specific issue related to the committee's responsibilities and duties.

4.4.2.2 University Ad-hoc Committees

A faculty member is expected to serve on ad-hoc committees formed by the Rector, the Vice Rectors, the Deans and the Directors, to which he is appointed either as a member or as the Chairman of the committee. The ad-hoc committees are formed to carry out a special task, assignment or study, which has a university-wide impact or implication.

The ad-hoc committee reports directly to the administrative authority who has formed the committee and the committee remains effective until and unless the assigned task is completed.

4.4.2.3 Promotion Committees

The promotion request of a faculty member is evaluated by an ad-hoc internal promotion committee, consisting of faculty members and researchers from the Research Institute formed by the Vice Rector for Graduate Studies & Scientific Research. Before a promotion committee is formed, the consent and commitment of each nominee to serve as a member of the internal promotional committee, in accordance with the promotion guidelines of the university, is sought by the Vice Rector for Graduate Studies & Scientific Research.

A faculty member may decline the request, if he feels that there is a conflict of interest or if he may not be able to act in a fair and unbiased manner. If he accepts his appointment as a member or as the chairman of the internal promotion committee, he should act within the framework of the promotion guidelines and the regulations concerning the observance of strict confidentiality.

As chairman of the internal promotion committee, a faculty member will conduct the evaluation process, by calling as many meetings as necessary and seeking all supportive documents including extramural evaluations of the applicant's research work through the office of the Vice Rector for Graduate Studies & Scientific Research. The internal committee concludes its task with the submission of its evaluation report with recommendations to the Vice Rector for Graduate Studies & Scientific Research.

4.4.2.4 Special Assignments

Occasionally, a faculty member may be assigned by the University to perform a specific task or a study. Depending on the scope and involvement of the work, the University may reduce the teaching load of the faculty member or fully release him from teaching in a semester.

4.4.3 Public Service

4.4.3.1 Continuing Education

Each academic year, the University offers a number of approved short courses as continuing education for the public in the field of science, engineering, management and accounting and general studies. All short courses are proposed by the faculty and are taught by a group of instructors consisting of faculty members and invited lecturers, if any, from outside.

As the success of the continuing education program hinges on the faculty's active role, the University looks to its faculty for their participation in developing educational services needed by the community. The Deanship of Educational Services looks after and administers all continuing education programs of the University.

To propose and offer a short course, a faculty member submits a proposal form with all details to the department chairman. Following the approval of the department and the College Council, the proposal is forwarded to the Dean of Educational Services, whose office prepares and publishes a booklet listing all short courses approved for offering by the University in the scheduled academic year. Basic information about each short course is provided in this booklet.

It is the responsibility of the short-course coordinator to prepare a pamphlet for the short course, with necessary information about the course, well ahead of the scheduled offering date. This pamphlet is printed by the office of the Deanship of Educational Services for circulation and advertisement. The course coordinator, in cooperation with the program coordinator (if appointed for the course), makes a marketing effort by distributing the pamphlets and communicating with local companies, government agencies and individuals. It is also the responsibility of the short-course coordinator to prepare a budget for the short course in accordance with the format specified by the Deanship of Educational Services.

The course coordinator is fully responsible for the design and contents of the short course, its lecture-by-lecture schedule, the preparation and distribution of all course materials and the orderly conduct of the course. He is assisted by the University staff and the office of the Deanship of Educational Services in carrying out various tasks.

The Deanship of Educational Services enforces a policy on short-course evaluation in which all course participants are requested to evaluate the course and the instructors based on a list of questions. This evaluation is carried out towards the end of the short course. At the conclusion

of the short course, the course coordinator submits a brief report on the course together with its evaluation by the participants to the Deanship of Educational Services.

The Deanship of Educational Services may cancel a scheduled short course and accordingly notify the instructor and the proposing department of the cancellation, if the number of registered participants is expected to be below the minimum set by the Deanship. In such a case, no compensation is provided to the course coordinator and the staff for the work leading to the preparation of the short-course materials.

For a short course which has been successfully offered and concluded, all instructors are entitled to remuneration according to the short-course budget and the compensation policy of the University. A course coordinator receives additional compensation (in addition to his role as an instructor), for his effort as a coordinator.

4.4.3.2 Professional Activities

Faculty members are encouraged to participate in professional activities involving presentation of a seminar or public lecture, organization of a symposium or workshop, and contributions to professional organizations. For such activities, prior approval of the University is required.

Several local chapters of recognized international societies are actively functioning in Saudi Arabia. These chapters look forward to the participation and active role of the faculty members in planning and organizing their professional activities.

4.4.3.3 Consulting Services

The University subscribes to the notion that the faculty member's professional career is enriched by practical experience gained through consulting work and contracted work. The interaction with local industries helps in identifying local needs and problems facing the industries. This knowledge and the accrued experience helps in the development of academic programs and in directing and developing the University's research.

A faculty member can provide consulting services in two ways:

- He can act on his own initiative and liaison and bring the work to the department. In such a case, the work becomes a funded project or contracted work. The University's rules and regulations apply for such an engagement.
- On the request of an agency, government or private, a faculty member may be asked by the University to act as an adviser or provide consulting services to the agency concerned.

4.5 Participation in Departmental, College and University Activities

It is assumed that all faculty members will attend department council meetings, the annual Rector's meeting and any other meeting scheduled by the department, college and the University. Attendance at a department council meeting is mandatory, as in these meetings all important issues are discussed and decisions taken on the basis of a majority consensus or vote. Faculty members are required to participate in the commencement ceremonies, and are also expected to attend and participate in social events and other activities that contribute to the cultural life of the University community.

Chapter 5

Faculty Benefits, Privileges and Awards

5.1 General

With the expectation that all faculty members execute their instructional duties, research tasks, and community service responsibilities to the best of their abilities, the University shall provide them with a valuable package of financial and honorary incentives. This package, which includes direct and indirect benefits, privileges and awards, encourages faculty members to enjoy academic life. Vacations, holidays, and different types of leave are also considered as complementary elements of this valuable package.

The main incentives offered to expatriate faculty members are spelled out clearly in the *"Employment Contract for Non-Saudi Faculty"*. In addition, eligibility to receive other incentives is governed by the regulations and procedures presented in *"The Unified By-law for Saudi Universities"*, *"The Research Manual"*, *"Faculty and Staff Housing Guidelines"*, *"Regulations for Excellence in Teaching and Advising Award"*, *"Regulations for Best Short-Course Coordination Award"* and *"Regulations for Best Research Award"*.

The following sections introduce various types of incentives that are offered to faculty members of the University. More details about these incentives and the associated terms and conditions may be found in the above-mentioned references.

5.2 Earned Benefits and Compensations

Earned benefits and compensations are the direct payback that a faculty member gains by executing and completing different official assignments of the University.

5.2.1 Base Salaries and Merit Increments

Monthly base salaries, transportation allowance, and annual merit increments for Saudi and Non-Saudi faculty members are governed by the Government Pay Scales and Non-Saudi employment by-laws and regulations respectively.

The merit increments for expatriate faculty members are considered at their contract renewals. The amount of increment applicable to the evaluation grade of their overall performance is calculated on their salaries drawn prior to the renewal of their contracts.

5.2.2 Transportation Allowance

A faculty member is entitled to receive a fixed monthly transportation allowance against local transportation expenses. This benefit is considered on the basis of his academic rank.

5.2.3 Summer Compensation

A faculty member is entitled to receive this type of compensation if requested to execute a summer assignment. Summer duties include summer session teaching and other related assignment. A faculty member who participates in a summer assignment, for which he is compensated, loses his right to be eligible for summer vacation. In general, the summer compensation does not exceed the amount of the individual's summer vacation salary.

5.2.4 Short-Course Compensation

The University encourages its faculty members to participate in offering a variety of short courses. The University compensates the faculty member for short-course coordination, marketing, and teaching. The compensation amount is calculated on the basis of the faculty member's academic rank (i.e. professorial or non-professorial) and number of hours spent in coordination and/or teaching.

5.2.5 Other Compensations

Faculty members are eligible to receive the following financial benefits against their activities in different official assignments:

- Compensation for participating in a University standing committee. A fixed amount of money, which usually does not exceed SR 6,000 per year, is provided to a faculty member who contributes actively in the committee meetings and tasks.
- Official appointment compensation, such as chairmanship or deanship compensations.
- Per-diem (expenses) and round-trip air tickets for national or international business trips. Tickets are normally issued by Saudi Arabian Airlines. However, the extent of this type of benefit may be waived under special situations.

- For Saudi's: University Teaching Allowance, Dearness Allowance, and Computer Allowance.

5.2.6 Retirement and End-of-Service Benefits

The retirement benefits for Saudi faculty members are governed by the government rules and regulations. An expatriate faculty member receives end-of-service benefit (termination benefit) equivalent to a half month of basic salary for each full year of service upon completion of two full years of service with the University. However, upon completion of five years of service consecutively, the faculty member is entitled to a termination or end-of-service benefit equivalent to one month of his basic salary for each year of service based on his basic salary at the time he leaves the University. The accumulated amount of termination benefit, not exceeding SR 100,000, is payable at final termination of the contract.

5.3 Indirect Benefits

Indirect benefits are the additional reimbursements and services that a faculty member receives to enjoy his career. Different terms and conditions control the eligibility to receive various types of benefits. Details about these terms are presented in the following subsections.

5.3.1 Repatriation Benefits

At the start of contract, the University provides one-way air tickets to the expatriate faculty member and his eligible dependents (wife and two children) from their official point of origin to Dammam by the most direct routing through Saudi Arabian Airlines (SAUDIA). The maximum number of tickets must not exceed four, if needed, and each child's age should not exceed 18 years.

In addition, the University provides similar round-trip air tickets to the expatriate faculty member and his eligible dependents from Dammam to his contract point of origin and back every year at the due time of his annual vacation.

One-way tickets are also supplied to the expatriate faculty member and his family for final repatriation upon final completion of his contract or termination of employment.

5.3.2 Campus Housing

All expatriate faculty members are entitled to University on-campus housing with essential furnishings and essential utilities, supplied without cost. Moreover, Saudi faculty members are eligible to rent on-campus housing at a nominal monthly charge. Every faculty member is assigned a housing unit that satisfies his family's basic needs. The University Housing Committee, on the basis of a point-system protocol, judges these needs. Academic rank, seniority, official appointments and family size are factors that control the earned total number of points. Details are presented in "*Faculty and Staff Housing Guidelines*".

In addition to its proximity to the administration building, academic departments and RI, the University campus is equipped with several essential residential facilities. Three mosques are available for prayers and guidance activities. University schools, University Kindergarten, the local bus system, a supermarket, restaurants, ATM machines, and a nearby bank are examples of various available amenities. A community center, playgrounds, walking tracks, sports fields, athletic facilities, swimming pools, and a social and gathering hall are also attractive recreational facilities available to faculty members and their families.

5.3.3 Health Care

The University Medical Center provides free basic medical and dental care to all faculty members and their families. Laboratory, x-ray, vaccination, pharmacy, emergency and treatment room services are also available. Prescribed medications are provided at half cost.

In case of serious medical situation or accident, the University Medical Center usually issues referral letters to faculty members or any of their authorized dependents to be examined and treated in a neighborhood specialized Government hospital. Optional medical insurance plans are available at cost. Details about the plans are available in the Faculty & Personnel Services Department.

5.3.4 Tuition Fees for Dependent Children

The University, as per regulations for Non-Saudi Recruitment in Universities, provides expatriate faculty members with tuition fees for up to a maximum of four authorized dependent children of school age (defined as six through eighteen years) attending schools inside the Kingdom. The tuition fees are paid directly to the schools concerned upon receiving their invoices. The total amount of tuition fees for the authorized dependent children of eligible faculty must not exceed a maximum of SR25,000 per year.

5.4 Privileges

Privileges are the special advantages that a faculty member enjoys if he shows interest in pursuing prestigious research, attracting funded projects, or joining, temporarily, a government agency or private company. Different terms and conditions control the eligibility to receive various types of privileges. Details about these terms are presented in the following subsections. Details about most of these privileges are presented in the "*Research Manual*".

5.4.1 Conference Attendance

The University encourages its faculty members to participate in high-quality conferences and professional meetings sponsored by leading professional societies and held both within the Kingdom and abroad. Attending such conferences or meetings permits a free exchange of new ideas, concepts and developments, and enables the faculty member to develop and execute his own research, and the University to be recognized as a center of academic excellence.

5.4.1.1 Eligibility for Applying

A faculty member may apply for a travel grant to attend a conference provided he meets any of these criteria: (i) attending a conference to present a paper, (ii) attending a conference on the basis of a published paper, (iii) attending a conference based on invitation, and (iv) attending a conference based on an approved research or book writing project.

The application along with all supporting documents should be submitted to the chairman of the academic department, who will forward it to the University Research Committee (URC) to seek approval to attend the conference. The application should be made well in advance, at least three months prior to the date of the conference and at least two weeks prior to the start of final exams in the Second Semester. In addition, to be entitled to receive financial support, the applicant should acknowledge KFUPM for assistance with facilities and finance provided for conducting his research.

Any faculty member who is granted conference attendance in the summer is not entitled to a summer teaching assignment.

5.4.1.2 Extent of Support

The support for attending conferences ordinarily covers per diem (including the time required for travel) and conference registration fee. Faculty will normally be supported not more than once a

year for conference attendance. In some instances, a faculty member might receive round-trip tickets to attend the conference. Tickets are usually issued through Saudi Arabian Airlines (SAUDIA).

5.4.2 Funded Projects

As part of its mission to develop the faculty body and improve the academic-industry relationship, the University has established excellent relationships with different national and international companies and institutions. As a result, some of these organizations offer a number of research grants that enhance the cooperation between the University and industrial and research bodies.

All faculty are eligible to apply for research grants or projects. Examples of the research grants supported by the University and industry are KFUPM Research Grants, Saudi Basic Industries (SABIC) Research and Fast-Track Grants, and King Abdul-Aziz City for Science and Technology (KACST) Short-Term and Long-Term Grants.

To apply for a funded project, the proposer should prepare a complete proposal that states clearly the objectives, research plan and budget of his research. The proposal should be submitted, at least two months before the end of each semester, to the Deanship of Research for critical review prior to approval. Once the project is underway, progress reports must be submitted to the client(s) based on prescheduled timetable. **At the end of the research's duration, a final report that describes the project's activities and findings must be submitted through the appropriate official channels.**

Depending on the approval of the University Research Committee (URC), research proposal terms and conditions, and the allocated budget, benefits associated with these grants and projects might include a limited release time from teaching, and monthly payments and summer compensation as per the financial rules of the University. Hiring research assistants and laborers, per diem support to attend national and international conferences, and meeting travel expenses, are additional privileges associated with the execution of funded projects. In addition, assistance in the purchase of required research equipment and computing facilities, payment of page charges to publish papers in reputable journals, and reimbursement of typing, communication, photocopying charges, as well as other miscellaneous costs, are financial amenities that help running the project tasks.

5.4.3 Research Institute Projects

To develop applied research in the industrial sector, the University encourages its faculty to propose applied research projects and/or participate in RI projects. Applied research projects proposed by faculty members and/or RI research engineers and scientists through Research Institute channels follow analogous procedures to the one mentioned in the previous subsection. However, appropriate committees and centers at the RI take the lead in reviewing proposals and following up research progress independently.

Normally, a faculty member who is involved in executing RI projects is eligible to receive similar privileges to the ones mentioned in 5.4.2. Full-time expatriate RI research engineers and scientists are not eligible to receive any kind of financial payments or compensations linked to the above-mentioned grants, projects, and RI applied research.

5.4.4 Sabbatical Leave

The main objective of sabbatical leave is to provide KFUPM faculty with a change of atmosphere in order to pursue scholarly activities and to furnish a better environment for academic recuperation and rejuvenation. Sabbatical leave also provides the means to interact directly with scholars in reputable academic and research institutions. Scholarly activities that are considered for sabbatical leave may include pursuing and extending some ongoing research, initiating research in new and diverse areas, working in industry in the area of research and development, gaining research-oriented experience or creating an engineering design or product, and, finally, writing a research-oriented book or monograph.

During sabbatical leave, the faculty member is expected to interact with academics and/or researchers in other institutions with the purpose of developing his expertise. The faculty member is also expected to contribute to the published literature in his field via reputable journals. In addition, a faculty member may make use of the sabbatical leave for updating course materials or preparing new courses. In general, faculty members on sabbatical leave are encouraged to attend scientific meetings and conferences, and to present seminars in host institutions as well as nearby institutions. Such an activity will promote KFUPM's international standing and reputation.

All of the aforementioned activities must be relevant to the faculty member's academic development and in accordance with the needs of his department, the University, and the Kingdom.

5.4.4.1 Eligibility for Applying

Saudi faculty and Saudi RI research engineers/scientists are eligible to apply for a one-year sabbatical leave after serving the University for a minimum period of 5 years. A one semester sabbatical leave may also be granted for those who have served the University for a minimum period of 3 years.

To be considered for sabbatical leave, the applicant should prepare a complete proposal that states clearly the objectives, research plan and budget of his research. The proposal should be submitted to the concerned Department Chairman or RI Center Director no later than six weeks after faculty reporting date and at least nine months prior to the intended leave date. The proposal is then forwarded to the Deanship of Research for review prior to approval. A sabbatical leave report must be submitted to the appropriate chairman or RI center director no later than two months after the end of the leave. The report should include details about the leave and associated scientific activities conducted at the host institution.

5.4.4.2 Extent of Support

The leave benefits might include full monthly basic salary, regular transportation allowance, return air tickets for the faculty member and his eligible dependents, book allowance, research support, and a limited medical allowance.

Expatriate faculty might be granted release time for one semester. However, the extent of support might differ from what is granted for Saudis. This privilege is considered in lieu of sabbatical leave.

5.4.5 Book-Writing Grants

The University expects and encourages its faculty to actively engage in research and related scholarly work besides their normal teaching and service activities. In particular, the University strongly encourages and supports the authoring, editing, and translation of books, an activity that also serves the scientific and academic community. Book-writing activities might involve authoring a scholarly monograph or textbook for either teaching or general knowledge purposes, compiling several articles cases by various authors into a subject-oriented book format, and translating relevant books or textbooks into Arabic.

The University financial support includes, but is not limited to, summer compensation for the proposer(s) and/or a reduced teaching load equivalent to a three-credit course for a period

recommended by the URC during the regular semesters, necessary equipment, and out-of-pocket expenses such as travel, wages paid for typing and editing work, and miscellaneous.

In addition, the University might give priority to publishing books written by faculty members that can be used as course textbooks at KFUPM, especially if suitable alternatives are not available. However, all faculty members authoring, editing or translating books that are published by another reputable publisher may be considered for an additional financial award. The detailed maximum possible financial awards of the University are presented in the "*Research Manual*".

5.4.6 Patent and Copyright Benefits

It is recognized that, in some instances, a discovery which can be patented or otherwise subjected to proprietary claims may be made in the course of University research. Because patents may be considered as a substantial source of income, the Scientific Council has adopted the following policies with regard to the ownership of patents, copyrights, and other proprietary claims.

5.4.6.1 Basic Departmental Research

Any copyrights or patent rights that may result from such University-sponsored research becomes the joint property of the individual credited with the discovery or creative effort, and KFUPM, in the following proportions: (i) one-third for the individual, (ii) one-third for the academic department, and (iii) one-third for the University.

Research conducted by an individual University faculty member, done in his own time, without reduction in work and teaching load, and without financial sponsorship from the University, or use of its facilities and resources, becomes his sole property.

5.4.6.2 Organized Project Research

Any copyrights or patent rights that may result from such research become the joint property of the individuals noted in the contract and the University at whatever percentage is determined at the time of awarding the grant.

5.4.6.3 Sponsored Contract Project Research

The assignment of any copyrights or patent rights that may result from a contract with external agencies will be determined by the terms of the contract.

5.4.7 Consultation

Professorial rank faculty members are allowed to provide consultations to government (Civil & Military bodies and organs), private sectors as well as national, regional and international organizations on an annual contract basis. The University, faculty member, and the concerned agency or company should agree upon terms and conditions of the contract.

A consultant should not hold more than one consulting job at a time. A faculty member's field of specialization and its relation to the consultation program is an important condition in seeking approval from the University. The faculty member must submit periodical reports to the concerned academic department or RI center about the work progress during the consultation period.

5.4.8 Secondment

A faculty member is entitled to a secondment to work in governmental, regional, international, or private sectors in order to enhance his practical and managerial background. The secondment is secured after the approval of the Rector upon recommendations from department council, college council and University Board. Benefits of secondment are considered with reference to the agreement between the University, faculty member (secondee), and the department or institution to which he is moving. Upon agreement between all parties, the secondment is renewable on an annual basis for Saudi faculty members only. The maximum leave duration is 5 continuous years and 10 intermittent years for Saudis, and no more than 6 months for expatriates.

5.4.9 International Scholar Programs

Two major scholar programs are open to Saudi faculty from all the universities within the Kingdom. A brief description of both programs is presented in the following paragraphs.

The British Council Summer Research Programme, which is sponsored by British Aerospace Industries, U.K, is a Post-Doctoral research program designed to encourage Saudi faculty members to execute their research projects in British universities. The program carries a fixed financial grant in addition to 8 days per diem support from KFUPM. Participating faculty may be allowed to report to the University one week after the official faculty reporting date.

The Fulbright Scholarship Program, which is jointly funded by the University and the United States Information Service, is also a Post-Doctoral research grant designed to encourage Saudi faculty members to execute their research projects in reputable US universities. The grant includes financial support for a limited number of Saudi faculty members to spend between six months

and one year in different host institutions in the U.S.A. The scope of research includes a wide range of subjects in the fields of science and technology.

5.5 Awards

The University Distinguished Awards are a means of acknowledging faculty members' efforts to achieve high standards in teaching, research, and community services. The University grants several annual awards to faculty members who have achieved excellence in academia on a university-wide basis. The awards are the Distinguished Teacher and Advisor Award, Distinguished Researcher Award, and Distinguished Short-Course Award. These academic awards foster an environment in which significant and meaningful academic life can develop. Awarded faculty members usually receive plaques and certificates from the Rector during a convocation ceremony at the end of each academic year.

In addition, the University presents several honorary awards to faculty members who are distinguished in other professional and social aspects. Normally, candidates receive certificates and mementos from the Rector of the University during the above-mentioned convocation ceremony at the end of each academic year.

5.5.1 Distinguished Teacher and Advisor Award

The primary function of the University is the creation, advancement and dissemination of knowledge. High-quality teaching is indispensable to the performance of this function and a major determinant of the effectiveness of a faculty member. In addition to that, it is well known that faculty-student interaction has a stronger relationship to students' satisfaction with their college experience than any other institutional factor. An excellent method of facilitating this interaction is the academic advising process.

In order to encourage good and innovative teaching practices and greater interaction between the faculty and students, the University gives seven awards (one per college and one for the English Language Center) to faculty members that have achieved excellence in teaching and advising. All faculty members who have three calendar years or more of continuous teaching and advising in the University are eligible for the Award.

The teaching criteria for the Award include quality teaching, curriculum development, innovation and creativity in teaching, student stimulation, and updating course materials and files. In addition, the advising standards for the Award include success in carrying out the main advising

functions, academic and career guidance, frequency of meetings with the advisees, availability in the office, degree of commitment to advising, willingness to help solve academic problems, general attitude towards advisees, and overall familiarity with the academic rules and regulations of the University.

5.5.2 Distinguished Researcher Award

An important function of the University is the generation and development of research projects in order to solve existing scientific and industrial problems. High quality research is crucial to the performance of this function and one of the main determinants of the effectiveness of a faculty member.

In order to encourage a faculty member to be involved in research activities, the University gives six awards (one per college) to faculty members that distinguish themselves in their fields of specialty. All faculty members who, at the time of the award, have offered four or more calendar years of continuous service to the University (including sabbatical leave and official assignments) or a total of five years of service with no more than a total of 12 months' interruption in service are eligible to receive the Award.

The criteria for the Award include publishing book(s), contribution to a chapter of a book or monograph, applying for patents, publications in professional international/regional/multi-discipline refereed journals, presentations of papers in refereed proceedings of international/regional professional conferences and meetings, publications in trade journals of professional societies, design of nationally/internationally recognized physical structures and urban planning projects, participation in Ph.D. and M.S. thesis advisory committees, completion of approved research projects, invitation to lecture inside or outside the University, and citation of article(s) or book(s).

5.5.3 Distinguished Short-Course Award

As part of its objective to serve and develop the community, the University has established excellent short-course programs with the cooperation of academic departments and the Deanship of Educational Services. A highly informative and practical short course is a reflection of the performance of its coordinator and participating faculty members.

In order to recognize this effort, the University gives a Distinguished Short-Course Award to a faculty member who helps in the success of such academic activity. The criteria for the Award include efficient coordination, marketing of the short course among interested professionals,

handout preparation and clarity, quality of teaching and presentation, participant satisfaction and evaluation, course-offering frequency, and financial income.

5.5.4 Long-Service Award

This honorary award is presented at the end of each academic year to faculty who have completed 10, 20, 30, 35, and 40 years of service to the University.

5.5.5 Distinguished Award for Retiring/Departing Faculty

This honorary award is presented at the end of each academic year to the departing faculty members who have rendered distinguished services and contributed significantly to the life of the University.

5.5.6 Other Awards

There are also other awards that are presented to eligible faculty members at the end of each academic year. These awards are: Award for Distinguished Academic Assistance to Students, Distinguished Applied Research Award, Distinguished Project Leadership Award, and Distinguished Research Team Award. The last three awards are exclusively for Research Institute personnel.

5.6 Holidays and Vacations

All faculty members in the University are eligible for the following vacations and official holidays:

- Weekends, which are Fridays and Saturdays in Saudi Arabia.
- Official holidays, which are Eid Al-Fitr and Eid Al-Adha holidays, are announced by the office of H. E. the Rector mentioning the official beginning and end of these two holidays.
- Annual vacation of a maximum of 60 days if a faculty member does not have any official summer assignment. The Dean of Faculty & Personnel Affairs, upon the Rector's approval, announces the official start and end of the annual vacation.

5.7 Non-Academic Leave

All faculty members in the University are allowed to apply for the following types of leave after seeking official approval from the University administration:

5.7.1 Emergency Leave

A faculty member is eligible for emergency leave, upon his request, after seeking official approvals. Normally, the leave period does not exceed 10 days per year. If an expatriate faculty member requests the leave, the University may consider it upon its merits, but is not committed to provide him with air tickets.

5.7.2 Leave Without Pay

Upon request, unpaid leave for a maximum period of one semester for a faculty member might be granted. If a faculty member decides to apply for such leave, justifications and necessary approvals should be secured from the appropriate University departments. If an expatriate faculty member requests unpaid leave, contract benefits, privileges and other benefits are not paid and prorated.

5.7.3 Sick leave

Saudi faculty is eligible for this leave according to the regulations of the Civil Service that classify the sickness's nature and the extent of leave. An expatriate faculty member is also eligible for the sick leave in accordance to Article: 37. Sick leave benefits are not applicable if an expatriate faculty member falls sick outside the Kingdom.

Chapter 6

Academic Support Units

In addition to the academic colleges and departments, the University has several administrative units, which provide fundamental and critical support to the academic process. These units include on-campus institutes, deanships, or centers that provide a wide range of administrative and academic services and resources, including student registration, research support, library resources, computer facilities, and faculty development. This chapter summarizes the main functions and services available in nine different academic support units at KFUPM.

6.1 Deanship of Admissions and Registration

The Deanship of Admissions and Registration (DAR) consists of three main sections, namely the Dean's office, office of the University Registrar and the Admission office.

The deanship performs many important functions which include, but are not limited to: administering the admission exam at the beginning of every academic year to select the best students to join the University, registering the students in courses according to internationally accepted procedure, and following up the progress of students until they graduate and receive their graduation certificates. The deanship also performs the function of academic auditors in accordance with *The Undergraduate Study and Examination Regulations and the KFUPM Rules for their Implementation*.

6.1.1 The University Registrar's Office

Office of the University Registrar is responsible for all activities regarding registration, scheduling of courses and final exams, and maintenance of student records. Banner Student Systems is used for registration and maintenance of student records.

Some of the main services provided to students, faculty and various University departments include the following:

- Scheduling of courses and exams.
- Early registration, registration and grading activities.

- Maintenance of course inventory for every academic department.
- Providing transcripts and analysis of degree progress of each student during graduation period.
- Providing various online customized reports like enrollment report, class roster, grade roster, schedule of classes, exam schedule, graduation list, etc.
- Providing specific reports as per the departments' requests.
- Providing lists and transcripts of students liable to be dismissed to the university Academic Standing Committee.
- Providing graduation certification of all students.
- Preparing statistical reports and analyzing them for the use by academic and administrative departments.
- Ensuring conformity of all the academic activities to the existing academic rules and regulations of the university.
- Ensuring authentication of requests received from the students, faculty, departments, etc.
- Providing web services to students, faculty, advisors course coordinators, Departments, academic deans, and higher officials through the Office of the University Registrar website (registrar.kfupm.edu.sa).
- Providing official transcript services to the students.
- Providing class-room reservation services for course instructors and academic departments.

6.1.2 The Admission Office

The Admission Office is responsible for all activities relating to the admission of high-school graduates to KFUPM. The main services offered by the Admission Office include:

- Implementing the criteria and guidelines for admission of high-school students to KFUPM in accordance with the decisions of the University Council.
- Provide support to the National Center for Assessment in Higher Education (Qiyas) in administering the general aptitude test throughout the Kingdom.
- Selecting new students for KFUPM, and arranging for acquisition, authentication, and processing of all relevant official documents.
- Implementing the dismissal regulations on students who fail to meet the academic standards expected of them.

- Reviewing and making recommendations on the cases of previously dismissed students who apply to re-join KFUPM.
- Reviewing and making recommendations on the cases of students transferring from other local or foreign universities to KFUPM.
- Providing web services to the new students, re-admitted students and transfer students through the Admission office website (www.kfupm.edu.sa/admissions).

6.1.3 Web Services

The following web services are provided to Students, Faculty, Administrators and various University departments through the Office of the University Registrar website (registrar.kfupm.edu.sa).

Online Web General Services:

- Schedule of Classes
- Schedule of Final Examinations
- Academic Calendar
- Tentative List of Expected Graduating Students
- List of Graduated Students
- Room Reservation
- Early-Registration/Registration Procedure
- Registration Schedule and Events
- Important Announcements
- Important Dates
- About Registrar Office

Online Web Services thru "Registrar Services" tab on KFUPM Portal for Students:

- Important Announcements
- Early Registration and Registration
- Registration Confirmation
- Registration Status
- Student Transcript
- Student Degree Audit
- Student Weekly Schedule
- Student Detail Schedule

- Student Midterm/Final Grades
- Student Exam Schedule
- Advisor Locator
- Notification of Midterm Warning
- Hold Information
- Declaration of Major for Preparatory Students
- Graduating Student Information Submission
- Dropping of course without permanent record
- Dropping of course with 'W' grade
- Dropping of courses with 'WP'/'WF' grade for part time graduate Students
- Update Addresses and Phones
- Update Email Addresses
- Update Emergency Contacts

Online Web Services thru "Registrar Services" tab on KFUPM Portal for Faculty:

- Teaching Schedule
- Class Rosters
- Midterm Warning Submissions
- Faculty Exam Schedule
- Final Grade Submissions
- List of students with W/DN grades
- Coop/Summ TRNG Grade Submissions
- Update Addresses and Phones
- Update Email Addresses
- Update Emergency Contacts

Online Web Services thru "Registrar Services" tab on KFUPM Portal for Advisors:

- Advisee List
- Advisor Approval for Early Registration
- Advisee Schedule
- Advisee Transcript
- Advisee Degree Audit
- Academic Information of Advisees

Online Web Services for Coordinators:

- Course Services
- Co-op & Summer Training Services
- Summer Coordinator Services
- Pre-MBA, MBA, EMBA Coordinator Services
- ARAMCO Sponsored Services
- Prep Courses Coordinators
- Student Advising Services

Online Web services for Chairmen:

- Class Rosters of the Department
- On-Line Course Enrollment of the Department
- Midterm Warning Monitoring for the Department
- Grade Submission Monitoring for the Department
- List of W/DN Students for the Department
- Advisor Update
- Department Students Transcript
- Department Students Degree Audit
- Department Students Schedule
- Course Search
- List of students eligible for Coop and Summer Training
- Student graduation clearance submissions

Online Web Services for Deans:

- Midterm warning monitoring for the College
- Grade Submission monitoring for the college
- Course Search
- Student Transcript
- Academic information of preparatory students (for College of Applied and Supporting Studies)
- Academic information of Graduate students (for Deanship of Graduate Studies)

Online Web Services for Higher Administration:

- Registration Confirmation monitoring
- Early Registration/Registration monitoring
- Underload Students Monitoring
- Midterm warning monitoring for the University
- Grade Submission monitoring for the University
- Course Search
- Student Transcript

6.2 Deanship of Graduate Studies

The Deanship of Graduate Studies was established in 1972, as a College of Graduate Studies, making it the first Engineering and Science graduate program in the Kingdom of Saudi Arabia and the Gulf states. In 1984 the University became the first institution in Saudi Arabia to introduce Ph.D. programs in engineering. Graduate education at KFUPM has witnessed a breathtaking expansion over a period of three decades.

The Deanship of Graduate Studies (DGS) is the organizational unit of the University responsible for the administration of programs, and instruction leading to graduate credit and graduate degrees. It utilizes the specialized faculty and physical facilities of the six academic colleges, and draws upon other University facilities such as the Library, Information Technology Center (ITC), Deanship of Research, the Research Institute (RI), Centers of Research Excellence, Dhahran Techno-Valley (DTV) for services essential to its instruction and research programs.

6.2.1 Objectives

The vision of the Deanship of Graduate Studies is to be globally known for quality graduate programs that attract and develop prominent students and lead to quality research. Its mission is to guide, support and develop graduate programs towards the highest level of excellence that serve national needs and beyond in:

- Creating and disseminating knowledge.
- Producing quality research.
- Recruiting and retaining prominent graduate students

Degree Programs at KFUPM

Colleges & Majors	Degrees		Symbol
College of Eng. Sc.			(ES)
Aerospace Eng.	--	MS	AE
Civil Eng.	PHD	MS/MEG	CE
Chemical Eng.	PHD	MS	CHE
Oil & Gas Surface Facilities	--	MT	OGSF
Electrical Eng.	PHD	MS	EE
Telecom Eng.	--	MS	TELE
Mechanical Eng.	PHD	MS	ME
Material Science & Eng.	--	MS	MSE
College of Sciences			(SC)
Chemistry	PHD	MS	CHEM
Physics	PHD	MS	PHYS
Medical Physics	--	MT	MEPH
Mathematics	PHD	MS	MATH
Applied Statistics	--	MS/MT	ASTA
College of Industrial Management			(IM)
Accounting	--	MACC	ACCT
Business Administration	--	MBA	MBA
Business Administration (Exec)	--	EMBA	EMBA
College of Environmental Design			(ED)
Architectural Eng.	--	MS/MEG	ARE
Construction Eng. & Mgt.	--	MS/MEG	CEM
Engineering Mgt.	--	MEM	EM
City & Regional Planning	--	MS/MCRP	CRP
College of Computer Sciences & Eng.			(CS)
Computer Science	PHD	MS	CS
Computer Eng.	PHD	MS	COE
Computer Networks	--	MS	CNW
Industrial & Sys Eng.	PHD	MS	ISE
Info. Assurance & Security	--	MS	INAS
Maintenance Eng. & Mgt.	--	MT	MEM
Software Engineering	--	MS	SWE
Systems & Control Eng.	PHD	MS/MT	SCE
Security & Info Assurance	--	MS	SIA
Supply Chain Management	--	MT	SCM
College of Petroleum Engineering & Geosciences			(PG)
Geology	PHD	MS/MGOL	GEOL
Geophysics	--	MS/MGOP	GEOP
Environmental Sciences	--	MS	ENVS
Petroleum Eng.	PHD	MS	PETE

The major objectives of the Deanship of Graduate Studies are:

- Ensure globally competitive graduate programs.
- Ensure significant contribution to knowledge and innovation.
- Attract and retain quality of graduate students locally and internationally.
- Develop graduates personally, academically and professionally.
- Provide high quality services and efficient management that respond to faculty and student's needs.

To achieve the aforementioned goals, the University offers both research-oriented and professional graduate level degrees. The research oriented degrees include the Master of Science (MS) and Doctor of Philosophy (Ph.D.), which are offered in various Engineering and Sciences disciplines. To help develop the professionals in the regional industry, the University offers many professional degrees such as Master of Construction Engineering and Management, Engineering Management, Geology, Geophysics, Environmental Sciences, Business Management, Medical Physics, Maintenance, Industrial Engineering, System & Control engineering, etc.

Deanship of Graduate Studies offers graduate programs leading to the Doctor of Philosophy, Master of Science and Masters in the disciplines listed in the table above.

6.2.2 The Graduate Council

The Council of the Deanship of Graduate Studies is managed by the Dean of Graduate Studies, assisted by the Deputy Dean of Graduate Studies. The Council is charged with advising the Vice Rector for Academic Affairs of the University, and through him the Rector of the University, on all policies relating to the Graduate Studies and graduate programs, exercising supervision over the academic requirements for all advanced degrees, and performing various other administrative duties related to graduate programs. The Council maintains the minutes of the meetings and submits their recommendation through the Vice Rector for the approval of the Rector.

The Council of the Deanship of Graduate Studies is composed of the following: The Dean of Graduate Studies (Chairman), Deputy Dean of Graduate Studies (Council's Secretary General), Dean of Research, and one faculty representative from each college offering graduate programs.

6.2.3 Organization of the Deanship

The Deanship's administrative offices are composed of the following: *The Dean of Graduate Studies* has primary responsibility for the academic direction and administration of the Deanship.

The Dean of the Graduate Studies is assisted by the Deputy Dean, Graduate Council, Director of Admissions and Director of Auditing. *The Deputy Dean of Graduate Studies* assists the Dean in his responsibilities. *The Director of Admissions Office* manages the admission office and all the affairs related to applicants. *The Director of Academic and Auditing Office* manages the Academic Auditing Office and deals with the processing of academic matters and requests related to graduate students.

The two main offices that constitute the Deanship of Graduate Studies are the Graduate Admission Office; and Academic and Auditing Office.

- The Graduate Admission Office receives, screens and processes applications for admission to MS and Ph.D. programs. As soon as the admission requirements are met, applications are sent to the concerned department for evaluation, obtain the Dean's recommendation, and final approval from VRGSSR. The records of the applicants are maintained on a database and files are kept for final issuance of admission/rejection letters. (See the *Graduate Bulletin* for more information in this regard).
- The Registration and Advisory section maintains the admitted students' files and updates their records from the point of their admission until the completion of their degrees. (e.g. TOEFL, GRE, GMAT, deficiency courses, transcripts, warning letters, dismissal, dropping, academic petitions, tuition fees payments, admission to candidacy, thesis proposal, thesis committee, thesis oral defense announcement, degree auditing, graduation clearance, etc.)

6.2.4 Faculty Interaction with the Deanship

A KFUPM faculty member can participate in the activity of the deanship in several ways. Some of the conventional ones are the following:

- Department Graduate Coordinator is appointed by the department's chairman, with the approval of the Dean of Graduate Studies, as the principal source of guidance for graduate students preparing the degree plans of studies and choosing a thesis advisor. He becomes the academic advisor of all newly admitted graduate students. He also makes sure at the beginning of the semester that the registered courses conform to the degree plan already devised for the student. In case any courses to be taken in a semester are different from those in the degree plan, the coordinator may recommend that the student may, with the approval of the department chairman, petition to change the degree plan.

- Department Graduate Committee is appointed by the chairman of each department to advise the graduate students on matters relating to graduate studies in their departments and to screen graduate admission files. It is composed of the department graduate coordinator and selected members of the senior faculty.
- Thesis/Dissertation Advisor: After consultation with the department graduate coordinator, and the approval of the department chairman, College Dean & the Dean of Graduate Studies, a dissertation advisor is chosen to be the student's principal source of guidance for his thesis or dissertation preparation. It is the advisor who guides the research activities until the thesis or dissertation normally is completed and presented for final evaluation, defense, and approval. The advisor is a member of the academic department in which the student is seeking a degree and preferably be holding a rank higher than or equal to that of an Associate Professor. The professional relationship between the thesis or dissertation advisor and a graduate student is one of the most important and rewarding of all academic relationships. This relationship continues throughout the student's subsequent professional career. The thesis advisor must be selected by the mid of second semester for M.S. students and by mid of third semester for Ph.D. students.
- Thesis/Dissertation Committee Member: Following the selection of a thesis/dissertation topic, with the help of his thesis advisor (chairman of the thesis/dissertation committee), the student selects a thesis/dissertation committee whose membership reflects the specialized professional requirements of the thesis/dissertation topic.

More details about academic regulations of the Deanship of Graduate Studies can be found in the Graduate Bulletin posted online as well as the electronic resources posted online on the Deanship website at: www.kfupm.edu.sa/gs.

6.3 Deanship of Library Affairs

The Deanship of Library Affairs is responsible for the administration, organization, growth and development of the Main library. The University Main library is centrally located in Building 8 within walking distance from most classrooms and laboratories. The library supports teaching and research activities in line with KFUPM mission by providing access to recorded knowledge through collections, services, cooperative programs, and connections to worldwide resources. It is an "Open Stack" library, allowing users free access to its resources. Reading areas are provided on the first, third, and fourth floors. There are many reading and study rooms on the third floor for serious

reading, student-teacher meetings and discussions. To encourage and maximize utilization of its resources and services, the University Library operates with minimum regulations and restrictions.

The current collection of monographs and bound periodicals totals 266,729 volumes, of which 75% is in Science and Engineering, and the remaining in Humanities and Social Sciences. Apart from print collections, the library has a fine collection of electronic databases, including around 200 full-text and bibliographic online databases (providing access to more than 51,000 full-text journals) and over 500,000 electronic books through various aggregator databases. The Google like Summon 2.0 Web Discovery Tool, Symphony Online Catalog (e-Library) together with user friendly library web portal provides access to all print and e-resources collections.

The Library serves a community of more than 12,000 members. It also extends its services to several local government agencies and private institutions.

For more information, please visit the library website: www.kfupm.edu.sa/library.

6.3.1 Main Library Departments

The main library has 7 different departments. Each of these provides a wide range of valuable services to the KFUPM community:

- Acquisitions
- Cataloguing
- Circulation
- Reference & Information Services
- Serials
- Support Services
- Systems

6.3.1.1 Acquisitions Department

The Acquisitions Department is mainly concerned with obtaining a variety of materials, including printed books, electronic books online and on DVD, theses and dissertations, technical reports, large reference sets, and multimedia. The activities related to obtaining library materials include pre-order bibliographic searching (the process of determining whether the library has a copy of the item and/or verifying various elements of bibliographic data necessary to prepare purchase orders), processing of invoices, and maintaining acquisitions records. Both print and non-print materials are obtained through firm orders as well as standing orders.

6.3.1.2 Cataloguing Operations Department

The Cataloguing Operations Department is responsible for cataloging materials for the main library as well as the satellite libraries. Materials catalogued represent almost everything the library owns, such as books, periodicals, audiovisual materials, maps, technical reports, theses and dissertations, and electronic resources.

6.3.1.3 Circulation Department

The Circulation Department coordinates all issues related to patron registration, check-out, check-in, renewals, holds, recalls, notifying new books to requestors, shelving, stack maintenance, shelf-reading, security matters, and searching items not found on the shelves by users.

6.3.1.4 Reference & Information Services Department

A team of qualified reference professionals is always available at the Reference Desk on the plateau level of the Main Library to help faculty, researchers, students and other library patrons in making effective use of the library resources and facilities. They assist users by providing answers to specific questions or by explaining the use of the online catalog, assist in searching electronic resources including online databases, e-journals, and other reference materials. They provide document delivery (ILL) services for the materials not available in the library. The Reference and Information Services staff also conducts library tours, onsite and off-site workshops, library orientation, and instructional sessions for faculty, students and others.

6.3.1.5 Serials Department

The Serials Department provides current research materials for academic and research programs of the University. It is responsible for subscription of journals (both electronic and print) and aggregator databases of e-journals and e-books, which also include multimedia encyclopedias. It coordinates with the academic colleges and departments for the review of existing lists of journals and databases and for future needs of scholarly materials of the academic departments. The department also arranges renewal of subscriptions every year with the vendors and publishers.

6.3.1.6 Support Services Department

This department is responsible for supporting the main library with administrative services such as Materials Inventory and Maintenance, etc. The department also provides audiovisual and security services.

6.3.1.7 Systems Department

The Library is fully automated, and all library functions from ordering to check-out and check-in are performed online using Symphony. The primary function of the System Department is to coordinate and facilitate all library automation activities. The Department is also responsible for development of the library website and management of IT services in the main and satellite libraries.

6.3.2 Library Services

Library services are available for the users both through visiting the library in-person or online (www.kfupm.edu.sa/library). Services have been designed innovatively to be welcoming, and to fulfill library and information requirements of the users. Generally, following library services are provided to the users:

Borrowing	Borrow, renew, hold, recall and return of library materials.
Ask a Librarian	Email or phone with a Librarian - Call or visit a reference desk.
Interlibrary Services	Interlibrary loan request – Can be placed onsite or using Online services form through library website.
Study Spaces	Places to study in groups - Places to study alone - Carrels – are provided in 3rd and 4th floors.
Library Instruction	Online tutorials – Instruction Classes are held regularly and on demand to introduce library resources and services.
Request a Purchase	Request that the library purchase a book, journal or any other material may be made either visiting the library or using the online form by accessing the online services link through our library website.
KFUPM Digital Repository	The KFUPM Digital Repository (KFUPM ePrints) accepts, and provides access to the scholarly and research works of KFUPM faculty/students/staff.
Search Services	<ul style="list-style-type: none">- For searching KFUPM library holdings, the library management system "Symphony" is available. Users can also access their account to renew, place holds and change the PIN online.- For comprehensive search of both print and e-resources, a unified search engine "Summon" can be used.

Originality (Plagiarism)
Checking

User can request the Library for Turnitin & iThenticate accounts.

Mobile Services

Mobile application "KFUPM Library" may be downloaded from Apple Store/Google Play. The application can be used to display your account, library hours, new titles etc.

6.3.3 Library Opening Hours

During the academic term, the main library operates from Sunday to Thursday from 7:30 AM to 10:00 PM., Friday 2:00 PM to 8:00 PM.; Saturday 9:30 to 3:30 PM. A special timing is reserved on Saturdays for ladies from 4:00 PM to 9:00 PM.

During the final exam period, the library opens for extended hours. Furthermore, special operating schedules are followed for summer sessions, Ramadan, official holidays, and other special occasions. Users are advised to refer to the official announcements of opening hours posted at the Library entrance and on the Library Website.

6.3.6 Satellite Libraries

The main library is linked to three other Satellite libraries:

- College of Environmental Design Library (CED);
- Community Center Library (CCL);
- Preparatory Year Program Library (PYP).

The Library also provides technical support to two other libraries:

- Deanship of Academic Development Library (DAD);
- Dammam Community College Library (DCC).

6.4 Deanship of Research

The Deanship of Research was originally established as part of the Deanship of Graduate Studies in the year 2000, and then became an independent Deanship in September, 2005. The Deanship is responsible for the planning, management, promotion and support of research activities that are carried out by the academic departments through internal and external funding. The Deanship is managed by the Dean of Research. The functional responsibilities of Deanship include research activities such as funded research projects, professional conference attendance, sabbatical leaves,

release time, research scholarship programs and research awards. In addition, the Deanship manages a central workshop that serves research needs of KFUPM faculty. The Deanship plans and manages research and other scholarly activities through the Scientific Research Council, the Research Committee, the Arabic Research Committee and the Conference Committee.

The Scientific Research Council is a regulatory body chaired by the Dean of Research and the members are selected from various academic departments. The Research Committee is an executive body composed of 11 members that represent the different University Colleges and the Research Institute. The Arabic research committee concentrates on the review and support of Arabic book authoring and translation in addition to Arabic research projects and studies. The Conference Committee is dedicated to the evaluation of applications submitted by faculty to attend regional and international scientific and professional conferences and meetings. All committees are chaired by the Dean of Research with members selected/elected from the different academic departments of the University.

6.4.1 Research Grants

The Deanship provides support grants for research in a variety of domains and of different scopes and purposes. From the academic year 2015 - 2016, the Deanship of Research began to implement a new funding scheme for the University-funded projects in which research proposals are solicited once per academic year (some time during the first half of the first semester), and are sent out for evaluation by experts in their respective fields. Once reviews are received, proposals within a particular grant or a group of related grants are ranked according to their evaluations, and this ranking along with further internal evaluation by the Research Committee is then used to make appropriate recommendations. The Deanship of Research distributes the budget allocated to fund internally supported research projects every year among the different grants or groups of grants supported by the university. As proposals are evaluated relative to each other, winning proposals are announced in a specific pre-announced date (about five months after the deadline for soliciting proposals).

6.4.1.1 Junior Faculty Research Grant

The purpose of this grant is to maintain the research momentum developed during the PhD work of junior faculty who have recently joined KFUPM and are within two years of obtaining their PhDs. This "introductory" grant will help introduce junior faculty members to KFUPM's research rules, regulations, and procedures. Junior Faculty Research Grants are internal grant awards intended as a start-up activity to promote high-quality research, scholarship and creative activity

by junior faculty members. It is a one-time grant, with a project duration not exceeding 11 months and a budget limited to SR 50,000. During the preparation and execution of this project, junior faculty members are encouraged to hire a consultant (preferably a local senior faculty member) to act as a mentor in dealing with the rules, regulations and formalities relating to the processing of the project proposal. A junior faculty intending to submit a proposal under JFRG should first register with the Deanship of Academic Development in the Faculty Development Program. **In addition to the 10 months' compensation, a junior faculty is eligible for and entitled to a one-month summer assignment through the project or through the Faculty Development Program.**

6.4.1.2 Internal Research Grants

These are one of the main open-type research grants with budgets limited to SR 300,000 and durations not exceeding 36 months for all research areas of interest to KFUPM faculty. Faculty and researchers can apply for this grant twice a year (usually at the beginning of each academic semester). The review process of these grants is rigorous, and internationally renowned scholars are invited to review the proposals for their suitability of funding.

6.4.1.3 Research Groups Grant

Promoting focused research that will lead to excellence is the main goal of this fairly new research funding scheme initiated by KFUPM. This funding scheme is devised to encourage the formation of teams of researchers that will focus on a specific field. Research can be directed to a particular priority area by establishing focused research groups composed of a team of specialized researchers with established track records. It is expected that the research groups will eventually achieve excellence and global leadership. Some of the benefits of the Research Groups include:

1. Eligibility to hire a post-doctoral fellow (subject to current University hiring regulation and rules).
2. Recruitment of new faculty members in the group area of specialization.
3. Financial treatment similar to the Centre of Research Excellence (higher than the support given to other internal grants).
4. Support for the establishment of laboratories.
5. **An additional 15% of the approved project's budget is reserved for the group's main account to under scientific research activity such as collaborative visits, supporting students, organizing workshops, etc.**

6.4.1.4 Book Writing/Translation Grants

As part of the Internal Research Grant and its policy of providing support and encouragement to faculty for promoting scholarly work, the University financially and morally supports the authoring, translation and editing of books. Book writing activities involve the following:

1. Authoring a scholarly monograph or a textbook which is directed towards an audience of peers or students (graduate or undergraduate) or towards the general public in both English and Arabic languages;
2. Preparing a book with collected material from various authors or cases;
3. Translating relevant books or textbooks into Arabic

Faculty members authoring, editing or translating books which are published by reputed publishers or by the University can apply for an honorarium after a proper evaluation is carried out. The books must carry a clear affiliation to KFUPM either on the cover page or in some other appropriate place clearly visible to readers and also an acknowledgement of support to KFUPM, either in general or to the specific project if applicable.

6.4.1.5 Sabbatical Leave/ Release-Time Project

The main objective of sabbatical leave is to provide KFUPM faculty with a changing atmosphere in order to pursue scholarly activities and to furnish a better environment for remarkable achievements. Scholarly activities that are considered for sabbatical leave may include pursuing and extending some ongoing research, initiating research in new and diverse areas, working in industry in the area of the research and development, gaining research-oriented experience or creating an engineering design or product and finally writing a research-oriented book or monograph. Saudi faculty are eligible to apply for one year sabbatical leave after serving the University for a minimum period of 5 years or after the lapse of a 5-year period from a previous sabbatical leave. Non-Saudi faculty members who have served the University for a minimum period of 5 years may also be granted a one-semester release time.

6.4.1.6 Societal Studies Grant

Societal grants are similar to internally funded grants, but are designed to support research in fields other than science, engineering and business. The grant funds research related to topics of relevance to the Saudi society and is designed to enhance the interaction of KFUPM with the society and directly contribute to meeting societal needs.

For all the above grants (except for SABIC grants), the University faculty and researchers are invited twice a year through postmaster announcements to submit their proposals. The proposal submissions should be made online through the Deanship's website while adhering to the following:

1. Guidelines of the research grant available on the Deanship's website
2. Proposal submission deadlines (announced on the website and also available in the research calendar)
3. The specified formats and templates available on the Deanship's website

6.4.1.7 Undergraduate Students Research Grant

The KFUPM Undergraduate Students Research Grants (USRG) flexibly and responsibly provides research support to undergraduate students with outstanding credentials who are interested in pursuing quality research work. The Grant intends to stimulate interest in research and innovation among KFUPM undergraduate students, and inspire many of them to become future research leaders. Innovation is the cornerstone of future economic growth. An Annual Undergraduate Research Contest will stimulate interest in the program and promote a campus-wide spirit for undergraduate research. Full-time KFUPM undergraduate honor students, with innovative research project plans, supported by a faculty member or full-time researcher, are eligible to apply for the USRG, which could provide up to 12 months of research funding with a maximum of two deserving students participating in a single project.

6.4.1.8 Startup Research Grant

The Startup Research Grant is a new internal grant intended to meet the needs of a specific category of faculty and researchers at KFUPM. It is suitable for those who are new to the University but do not fall into the junior faculty track or those who have been with the University for some time but have been relatively little involved/active in research. The Startup Research Grant is intended to facilitate a smooth transition for new faculty from their previous research activities to the more vigorous research environment at KFUPM.

6.4.1.9 Bridge Fund Grant

In order to encourage high-quality research at KFUPM through research grants funded by the Deanship, a new Bridge Fund Grant has been introduced. The grant is based on the performance of a faculty member or a researcher in a previously completed project or a currently ending project. It provides an opportunity for well-performing projects to continue with few formalities.

Such an initiative is meant to encourage more faculty members to execute their projects to the highest possible standards and assure maximum quality deliverables, as the Bridge Fund Grant will be granted on the basis of outstanding performance in a previously project funded by the Deanship that is likely to lead to new exceptional outcomes in the same area if pursued further.

6.4.1.10 Dhahran Techno-Valley Research Collaboration Grant

Dhahran Techno Valley Research Collaboration Grant (DTV Grant), is to foster research collaboration with tenants of the DTV. The aim of this grant is to promote basic and exploratory research in an area of interest to both KFUPM and DTV that is anticipated to lead to more applied research that could eventually result in developing innovative and novel solutions, products or processes in joint collaboration between KFUPM and DTV tenants. A major goal of this grant is to reduce the high risk associated with basic and exploratory research, which is typically too high for private companies to entirely endure, by having the university fund the project partially in its initial stages through this grant. The grant will be open to KFUPM faculty members and researchers who share research interests with the companies in the DTV. Projects under this grant must have representations as research project team members from both KFUPM and the DTV Company. A DTV Company researcher can only be a co-investigator, while the Principal Investigator must be a KFUPM Researcher

6.4.2 International Scholar Programs

The International Scholar Program aims to foster research collaboration with internationally renowned universities and researchers around the world. There are four such scholar programs. Two are open to Saudi faculty from all the universities within the Kingdom, while the other two are open to all faculty members. A brief description of these programs is presented in this section.

6.4.2.1 British Council Summer Program

The British Council Summer Research Program (BCSRP) is a post-doctoral program designed to encourage Saudi faculty members to execute their research projects in British universities. The program carries a fixed financial grant from the British Council of £5,250 towards the cost of travel and other expenses, in addition to 16 days per diem support from KFUPM. The program duration should not be less than 8 weeks and cannot exceed 12 weeks. During the selection process, preference is given to those applicants who have never availed themselves of this opportunity in the past and also to those who have not obtained their doctoral degrees from the U.K.

6.4.2.2 Fulbright Scholarship Program (US)

The Fulbright Scholarship Program (FSP) is a post-doctoral program designed to encourage Saudi faculty members to execute their research projects in US universities. The program is jointly funded by the United States Information Services and KFUPM for a duration ranging from three months to one year to be spent at the host institution in the USA.

6.4.2.3 Japan Petroleum Institute Exchange Program (JPI)

To promote technical cooperation with researchers from universities and national institutes of petroleum refining in oil-producing countries, the Japan Petroleum Institute (JPI) invites the nomination of researchers for the JPI Research Exchange Program once every year. JPI invites two researchers with research interests that are suitable for Japanese organizations based on the understandings between both parties Saudi faculty members. The program duration is between one and two months depending on the program content. JPI provides the following benefits: (1) A daily allowance of ¥ 15,750 is granted for accommodation, meals and miscellaneous expenses; (2) Round trip air tickets (Business Class) and Official transportation fee; (3) Medical insurance; and (4) Conference attendance within Japan. In addition to the listed benefits provided by JPI to the visiting researcher, KFUPM provides 16 days per diem to each of the participants upon delivering a seminar on the main findings of their research after their return from Japan and after submitting a detailed report on their achievements. The nominated candidates are forwarded to the JPI International Cooperation Committee, who will deliberate and decide on the best candidates for the program.

6.4.2.4 International Summer Scholarly Program (ISSP)

The International Summer Scholarly Program is available to all professorial ranks of faculty members. It can extend for a period of one or two months during summer, but should not conflict with the reporting or final exam periods or with any other summer assignment. The program aims to expose faculty members to new experiences, new ideas and new opportunities for international academic and/or research collaboration. The selected applicant will be entitled to the following benefits (1) Round-trip air ticket to the host institution; (2) Monthly salary for the selected period; and (3) seven days per diem for each month of stay. The program is competitive and the applicant is expected to show clear evidence of academic and/or research collaboration with the host institution, which must be highly reputed and different from the one the applicant graduated from.

6.4.3 Research Awards

To recognize active researchers and quality research, the Deanship provides a number of awards University-wide, which includes the Best Research Project Award, Excellence in Research Award and the Distinguished Professorship Award. (The guidelines for the research awards mentioned in this section are currently under review by the Scientific Council; for the latest guidelines, please always refer to the Deanship's website).

6.4.3.1 Best Research Project Award

The Best Research Project Award is intended to serve as an incentive for researchers to focus on the quality and timely completion of research projects, as well as the production of quality research outcomes, innovation ideas and future directions. All research projects funded by the Deanship are eligible for the award. The criteria for the award are based on five main factors: (1) quality of the final report, (2) quality of the project outcomes, such as journal papers, conference presentations, patents, etc., (3) contribution in establishing future directions, (4) contribution in fostering research collaborations, and (5) applicability of the project's output. The award consists of SR 5,000, a plaque, and achievement certificates to the research team.

6.4.3.2 Excellence in Research Award

In order to encourage greater faculty involvement in quality research activities, the University gives eight awards annually to distinguished faculty members in their field of specialty. All faculty members who, at the time of the award, have offered five or more calendar years of continuous service to the University (including sabbatical leave and special assignments) or a total of six years of service with no more than 12 months' interruption in service, are eligible for the award. The criteria of the award include: publishing book(s), contribution to a chapter of a book or monograph, issued patents, publications in professionally referred journals, presentation of papers in referred proceedings of scientific and professional conferences and meetings, publications in trade journals of professional societies, design of nationally/internationally recognized physical structures and urban planning projects, participation in Ph.D. and M.S thesis advisory committees, completion of approved research projects, invitation to lectures inside and outside the University, and citations of article(s) or book(s).

6.4.3.3 Distinguished Professorship Award

The University Distinguished Professorship Award is the highest honor that KFUPM can bestow on an outstanding faculty member who has demonstrated outstanding achievements in research,

teaching and community service at the University. Such a designation recognizes extraordinary, internationally-recognized, scholarly achievements by the recipient in his field as well as excellence in teaching and community service. The University Distinguished Professorship Award is based on competition. The application for the award is made to the Deanship of Research and the final selection and recommendation to H.E. the Rector is made by the University Scientific Council. The term of the University Distinguished Professorship Award is three calendar years. A maximum of two awards are granted University-wide every year. At any one time, at most two faculty members from the same department can hold these positions. The University Distinguished Professor receives SR 20,000 annually in addition to SR 150,000 as a research award, over three years; to be spent by the recipient on research, scholarly activities, graduate students, and supplies for other related activities that enhance the success of his scholarly activities. In addition, the winner is eligible for hiring a post-doctoral fellow to assist him in his research work. Eligible faculty members may nominate themselves for the award or be nominated by their department or by any two faculty members.

6.4.3.4 Highly Cited Paper Award

The Highly Cited Paper Award is proposed to recognize the KFUPM faculty members and Researchers who have generated high quality publications that have a high scientific recognition by other researchers in the field. This award will also encourage the faculty and researchers to carry out seminal work that attracts interest from other researchers.

6.4.3.5 High Impact Paper Award

The High Impact Paper Award is proposed to recognize the KFUPM faculty members and Researchers who have generated high impact publication that is published in top-quality journals. This award will also encourage the faculty and researchers to target publication in top-quality journals in their fields.

6.4.4 Other Support

In addition to the funding of research projects through various grants, the Deanship provides additional support through the establishment of major research equipment, facilities for the Central Research Workshop and the Fablab Dhahran, support for scientific visits locally and internationally to gather data or to establish collaboration with other universities, and payments for mandatory page charges for publication.

6.4.4.1 Establishment of Major Research Equipment Grant

The Major Research Equipment Grant (MREG) was introduced at KFUPM to support major research equipment submissions from faculty and established researchers involved in active research programs. The MREG is a grant used exclusively for purchasing equipment or establishing a research facility for University faculty and researchers. The aim of the scheme is to encourage, support and facilitate collaboration among researchers in acquiring equipment that could be used by numerous parties. The MREG funds will be used to purchase equipment exceeding SR 100,000.

6.4.4.2 The Central Research Workshop

The Deanship manages a central workshop that is capable of fabricating and fixing research equipment and instruments to serve the research needs of KFUPM faculty. The workshop has machining, assembly, and instrumentation capabilities that can be utilized by KFUPM faculty and students. Work requests can be submitted to the Deanship and priority is given to projects that are funded via the Deanship's grants.

6.4.4.3 Fablab Dhahran

The term "Fablab" is an abbreviation of "Fabrication Laboratory", which is typically a tech-advanced workshop to design, fabricate and assemble small parts into a single intact and functional component. The KFUPM Campus houses the first Fablab in the Eastern Province. This came as a result of the collaboration between three entities: KFUPM, Saudi Aramco and the Massachusetts Institute of Technology (MIT). The Lab resources will be available to all the residents of the region who are above the age of 15.

6.4.4.4 Research Visits Support through Projects

Support is made available to faculty members to undertake local and international visits for the purpose of gathering information, discussing results, performing experiments and testing, availing themselves of services that are not available at KFUPM, etc. in order to achieve the proposed objectives of the research and to establish scientific collaboration.

6.4.4.5 Publication Cost Support

The Deanship supports the payment of mandatory page charges for publishing paper in ISI Q1 & Q2 ranked Journals up to a maximum of US \$ 750 per paper for faculty and researchers, who do not have research and book writing projects funded by the University. If a faculty member has an

approved University-funded project containing a specific allocation for publication charges, the maximum limit can be raised up to US \$ 1,000.

6.4.5 Conference Attendance Support

Eligibility: KFUPM faculty members are eligible for a total of up to three conferences per year as follows:

1. 1st International Conference Based on:
 - a. Presentation of a paper OR
 - b. A published ISI journal paper or a paper in non-ISI journal lists approved by the Scientific Council (over the past two years) OR
 - c. An invited keynote speaker
2. 2nd International Conference Based on:
Presentation resulting from an approved University or externally funded project.
3. 3rd International Conference Based on:
An ISI journal paper or the presentation of a paper at a high-quality regional conference and supported by a journal paper. (Regions are specified in the guidelines)

In very special cases, additional conference requests may be considered with special approval from the University Administration.

6.4.6 The National Science, Technology and Innovation Plan (NSTIP)

The NSTIP is the Kingdom's Five-Yearly Plan for Science & Technology. The main aim of this plan is to advance the position of the Kingdom of Saudi Arabia in science, technology and innovation in order to (1) expand its economy, (2) address problems of national importance, and (3) improve the quality of life of its people. The following are the main strategic areas of research under NSTIP:

1. Water Technology (WAT)
2. Enhanced Oil Recovery (OIL)
3. Refining & Petrochemicals (PET)
4. Nanotechnology (NAN)
5. Advanced Materials (ADV)
6. Electronics & Telecommunications (ELE)
7. Biotechnology & Genetic Engineering (BIO)
8. Information Technology (INF)

9. Aerospace Technologies (SPA)
10. Energy Technologies (ENE)
11. Environmental Protection (ENV)
12. Agriculture Technology
13. Mathematics and Physics
14. Medicine and Health (MED)
15. Building and Construction (BAC)

More information about the University's research grants can be obtained from the Research Manual or from the Deanship of Research.

6.5 Deanship of Student Affairs

The deanship is responsible for all issues related to KFUPM students' affairs and welfare. It is headed by the Dean who is assisted by the three Assistant Deans and number of directors and units' coordinators as shown below:

- Assistant Dean for Student Affairs
- Assistant Dean for Employment & Training
- Assistant Dean for Counseling and Advising
- General Directorate for Student Affairs
- Executive Director for Students Fund
- Director of Student Housing
- Director of Special Needs Office
- Director of Scholarship and Sponsorship
- Coordinator of Technical Support unit
- Coordinator of Student Dashboard unit
- Religious Advising

This section gives an overview of the main divisions and departments within the deanship of student affairs (DSA).

6.5.1 Assistant Dean for Student Affairs

The Assistant Dean, for Student Affairs supervises the departments of Student Activities.

6.5.1.1 Student Activities Office

The primary objective that lies behind the attention for the student activity is to provide a healthy and active atmosphere that enables each student to practice his hobbies, activities and suitable recreation preferences after the daily exerted effort in studying. Students play the main role in planning all co-curricular activities that are coordinated and executed through students clubs, supervised by the Deanship of Student Affairs.

There are about 40 clubs supervised by the Student Activities Department, covering all scientific disciplines in the university, as well as sports, social, cultural and art activities. The university through the student fund provides full financial support for all approved programs and activities proposed by the students' clubs. The activities of students' clubs concentrate on establishing training courses, scientific visits, scientific competitions, lectures, exhibitions, excursions, cultural competitions, art, literary programs, scouting, sports activities, receiving delegations from schools, and representing the University in many forums in the Kingdom and internationally. There are allocated offices and halls for all clubs.

6.5.2 Assistant Dean for Employment and Training

The Assistant Dean for employment and training supervises the departments of Training, Alumni, career counseling, and part time. The responsibilities of these departments are as follows:

6.5.2.1 The Training Department

Training department's role is to facilitate the on job training for university students either for summer or COOP training program. This role starts with contacting various companies to provide training opportunities for KFUPM students. Then, the department nominates students for training in these companies according to the company requirements and students preference. The department will then continue to follow up the university students during the training until the end of the training period. Thus, the training department works as a 3 way liaison between students, training companies and academic departments.

6.5.2.2 The Alumni Department

The Alumni Department is responsible for facilitating career guidance, job search, and the relationship with students after graduation. It is also responsible for the distribution of the student's official certificates, the alumni identification card, and introduction letters, and for updating the addresses and contacts of the alumni and maintaining a computerized database for

their information. The Department also prepares for the annual Career Day and Open Day activities that introduce the employers and students to each other. In addition it arranges orientation sessions for successful job searches, resume preparation and interviews, and participation in the annual graduation ceremonies. Finally it provides employers with requested information regarding the alumni for the purpose of recruitment.

6.5.2.3 Career Counseling

It is a specialized department to help the students since joining the university until after graduation. The role of the department can be categorized in to two major tasks. The first task is helping newly admitted students to choose their best fit major based on accurate information, tendencies and attitudes. This is done through various activities and events, including the use of the career oasis assessment test which helps the students to determine their tendencies according to their understanding and apprehension.

The second task is to help the university alumni to find the best fit job. This is done by arranging lectures and workshops that aim to prepare the expected to graduate students for the job market. On the other hand, it facilitates the hiring process by providing several services to the recruiters including job posting, arranging for job interviews, placement tests etc.

6.5.2.4 Part-Time Work for Students

Part-Time unit is responsible of managing the in-campus part-time jobs. Part-time job program is considered to be one of the social and educational programs adopted by the Deanship of Student Affairs. This program aims to:

- Provide students with managerial and technical skills.
- Occupy student's time with something beneficial.
- To help them financially.
- Filling needs of academic and administrative departments.

6.5.3 Assistant Dean for Center of Academic Advising and Counseling (CAAC)

To ensure that counseling services meet the growing needs of the student population, KFUPM operates an Advising and Counseling Center (CAAC), which provides necessary academic, psychological and social counseling to students, under the direct supervision of the Deanship of Students Affairs. The Center represents a cornerstone of the Deanship of Student Affairs'

commitment to provide high quality services for KFUPM undergraduate and graduate students. Its mission is to create a stimulating environment for KFUPM students by helping them understand and solve their social and psychological problems; and by enhancing their motivation and adaptation skills. Its prime role is to help students understand the causes and treatment of their academic, psychological and social problems; and to positively participate in making our graduates equipped with proper personal character.

6.5.3.1 CAAC Objectives

The main objectives of CAAC are as follows:

- Provide social, psychological counseling and guidance to students
- Develop students' personal character and skills
- Study the cases of students' re-admission (students with poor academic performance) and contact students' families (when necessary) in order to provide careful guidance and follow up
- Familiarize newly admitted students with university life and regulations
- Conduct scientific studies regarding students' behavior, values and problems and assess the resulted effects

6.5.3.2 Human Resources at CAAC

To maintain its duties effectively, and to help KFUPM students achieve their academic aspirations, as well as their social and psychological stability and well-being, the CAAC is run by highly qualified staff.

6.5.3.3 Counseling at CAAC

The CAAC lays special emphasis on preaching the two vitally important principles of privacy and confidentiality, which are supported by a code of conduct. The CAAC views counseling as a collaborative process, which involves the development of a unique, confidential and helping relationship. It treats all of its contacts with student as highly confidential.

The KFUPM mission to provide essential instruction, research and dissemination of knowledge cannot be efficiently fulfilled without special attention to distinguished students' personal advising and counseling services. Such services are made available with easy access for students from any part of the institution. The CAAC provides miscellaneous counseling services with special emphasis on academic, social and psychological counseling. The Center effectively participates in

assisting the Deanship of Student mission to familiarize newly admitted students with university life. A special CAAC Office operates in the preparatory year building and helps in solving daily adaptation as well as psychological and academic difficulties. Besides participation in new student reception program, other main programs in the CAAC include: day-to-day individual and group counseling, open discussion program, abilities improvement programs, follow-up of students with poor academic performance, and assisting in personal skills program. Faculty members play a major role in assisting CAAC through delivery of lectures and participation in workshops, and serving as part-time academic counselors at the center.

The CAAC provides two forms of counseling to students: Individual Counseling: a student meets with a counselor on a one-to-one basis, to work through personal concerns. Group counseling: collective meetings are organized to include a number of students at one time with the purpose of sharing experiences and providing a collective solution to a particular issue. It is also aimed to improve self-confidence, teamwork and social interaction. Essential and regular surveys and evaluation procedures are monitored to up-date information regarding students' counseling services satisfaction. Feedbacks forms are used to ensure that the services meet student demands and satisfy their steadily growing needs. Recently, an office was established to organize international trips for students to enhance their knowledge and promote personal skills and developments. The CAAC effectively participate in encouraging, interviewing and nominating students.

6.5.3.4 Role of Faculty Members

Proper academic advising is the responsibility of academic departments. Faculty member can play a major role by referring students to the Center or seeking advice on what might be done for a particular student or group of students to discuss shared problems. The CAAC communicates closely with academic departments regarding students with low academic performance or any other problems. Also, the center provides proper individual counseling through personal interviews and case studies. Cases that can be referred may include: academic difficulties, isolation, internet addiction, managing stress, anxiety and depression, sleep disorders, self-defeating behavior, low self-confidence, self-esteem, adaptation, communication and motivation difficulties. In addition, faculty can assist CAAC through delivery of lectures and participation in workshops.

6.5.3.5 Prep-Year Counseling Program

This annual program is mainly meant to help newly admitted students achieve adequate adjustment. In the beginning of each academic year, admitted Students attended a specialized

2-hour workshop on Adaptation and KFUPM Regulations during the adaptation week. Additional lectures were organized to follow-up adaptation process.

The Program's main advantages include:

- Help students overcome social and Psychological problems.
- Raise students' regulation awareness.
- Help students understand and solve their problems.
- Minimize effects of bad study habits.
- Raise morale and motivation.
- Enhance motivation.
- Provide preliminary information about selecting majors.
- Enhance social and communication skills.

6.5.3.6 Re-admitted Students Program

The center takes care of re-admitted student to ensure that they can overcome any difficulties or problems. Each re-admitted student meets a specialist or consultant during the readmission process; and register in a program contains presentations and discussion meetings.

6.5.3.7 New Students Reception Program.

In order to ensure their positive participation in university life and activities, the program aims to increase the newly admitted university students' understanding of current university regulations and traditions, and to help them achieve quick adaptability with the new environment.

6.5.4 General Directorate of Student Affairs

The Deanship of Student Affairs is always concerned for the student and gives him full care since the day he joins the university until the day he graduates. The General Directorate of Student Affairs plays a vital and continues role in this care to facilitate the tasks of students in the university and provide the following services through the Student Services Office:

6.5.4.1 Student Services Office

The activities of this office include:

- Issuing ID cards to students and maintaining their validity.
- Issuing letters of identification to students on their request.

- Issuing authenticating medical and official excuses to students, when they are absent from classes or exams.
- Preparation and maintenance of students' monthly stipend payments.
- Communication with parents/guardians of the students in matters related to their academic progress.
- Maintaining and updating the official and complete non-academic records of all students.

6.5.4.2 Student Records

Student records division follows this department. The division plays a vital role for keeping the Deanship's documents, transactions and lots of regulations and instructions that are applied by the deanship where these records are updated regularly. The work in this division is divided into two main parts:

- Student records, to keep student's original certificates when accepted in the university or any other formal papers during his stay at the university.
- Various records to keep all correspondences that are received by the deanship or any other rules or regulations.

The **Students'** relations section comes under this division as well, and this section mainly communicate with students through the site of university students (SKFUPM) to identify the students with their duties and rights, also the section is responsible for returning back lost items that belongs to students such as book and ID's ...etc.

6.5.5 The Students Fund

The Student Fund performs various tasks including the financial assistance for students through subsidy and loans, as well as provides incentives for winners of national and international competitions. One of the vital tasks of the Student Fund is to support the students' activities and programs mainly through "Student Clubs". It also contributes to the cooperative projects that would benefit the students.

6.5.6 Student Housing Office

Aiming to enhance its students' academic achievements, KFUPM pays special attention to Student Housing. The Student Housing Department provides needed services and necessary facilities for university students on the university campus. The University aims to provide accommodation

environment that motivates and helps the students in their studies and social communication. The student housing contains modern buildings with about 4000 furnished rooms that accommodate up to 8000 students.

6.5.7 Religious Advisor in the Student Housing

The Islamic religion and moral values form an important part of the student's life in the University, so the Deanship has focused on the allocation of a committee for Religious Affairs in Student Housing. This committee supervises a number of activities including:

- Sports competition and courses among groups
- Religious lectures during the week days
- Brief meetings after Isha prayer or Fajr prayer to discuss some religious issues
- Religious seminars, open discussion that would be held periodically

6.5.8 Scholarship and Sponsorship

This newly established department has two units: sponsorship and scholarship. The sponsorship is a program in which number of national and international companies and government agencies sign an agreement with the university to hire number of high achievers of the university students before their graduation. The sponsorship unit works as a liaison between the sponsoring agencies and the concerned university departments.

The scholarship is a program in which number of expat students is given grant to study in the university. The scholarship unit provides essential services to these students, from the day they arrive to the university until they graduate.

6.5.9 Office of Special Needs Affairs

This office caters the needs of handicapped students in particular, as well as faculty and staff. The functions of the office would be as follows:

- Prepare and develop suitable engineering criteria and regulations to facilitate the use of University's facilities for the handicapped people.
- Enforce use of the engineering criteria and regulations in all relevant areas, especially in designing the new projects, and to suggest/implement appropriate modifications in the existing facilities.

- Evaluate periodically the needs of the handicapped people in the University, aiming at meeting their needs and requests.
- Coordinate with the concerned departments to provide the needed services to the handicapped people.
- Publicize and promote recognition of the rights of the handicapped people, and the importance of enhancing their role in the community.

6.5.10 Technical Support and Data Updating Unit

This unit provides technical support to all departments under the Assistant Deanship of Student Affairs for Employment and Training, as well as updating the data for graduates in the database Enterprise Resource Planning (ERP).

6.6 Deanship of Academic Development

The Deanship of Academic Development (DAD) was established in the academic year 2002-03. It was operational from Jan 2000 to April 2003 as the Academic Development Center. It is managed by a dean who reports to the Vice Rector for Academic Affairs. The mission of DAD is to assist the University in continuously improving its academic systems by enabling faculty and teaching assistants to reach their full potential in teaching and research, and also to advise the University on the enhancement of its academic programs, facilities and processes to achieve the best available quality standards.

6.6.1 Objectives

The DAD's objectives address numerous aspects and factors that influence the academic process at KFUPM, as detailed in the following sections.

6.6.1.1 Excellence in Teaching

The DAD organizes short courses, workshops, and seminars to enhance teaching effectiveness and enable faculty members to become more competent teachers. The DAD trains faculty members to work as teaching consultants and to assist their colleagues by conducting classroom observations, providing their feedback and observations and advice for improvement. In addition, DAD trains faculty members in new teaching methods and provides guidelines and resources to utilize instructional technology in teaching.

6.6.1.2 Excellence in Research

The DAD assists faculty members in progressing through the academic ranks and enabling them to reach their highest potential in research. The deanship provides useful information and organizes seminars on promotion guidelines and what is expected from a faculty member in that regard. In addition the deanship advises the University Administration on ways and means to make the environment at KFUPM more conducive to research. It also conducts seminars on the available research programs at KFUPM and holds workshops on developing proposals and writing technical papers.

6.6.1.3 Effective Processes and Methods

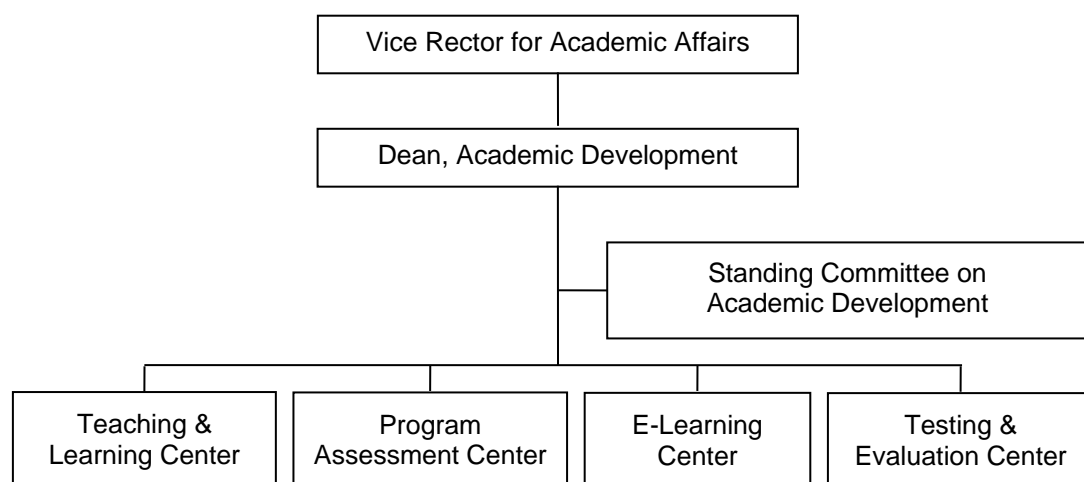
The DAD makes efforts to enhance the effectiveness of processes and methods that are crucial for teaching and research. For this process the DAD reviews current practices at the University and develops guidelines to improve various aspects of University activities.

6.6.1.4 Quality Assurance

The DAD strives to establish clear and accurate quality assurance criteria for faculty, students and others, in order to assist in the evaluation and development of teaching, learning and research activities. The deanship develops and updates a handbook comprising all criteria and procedures. In addition, the DAD arranges for academic quality reviews and audits of new and existing academic programs and courses at KFUPM.

6.6.2 The Centers of the Deanship of Academic Development

Deanship of Academic Development is organized on the following structure:



The details about the four centers working under the deanship are as follows.

6.6.2.1 Teaching and Learning Center

This center is primarily involved in creating opportunities for the enhancement of teaching and learning at the University. The center organizes lectures, workshops and short courses related to effective teaching and the development of faculty's skills and capabilities. It also provides consultations to faculty members in subjects related to effective teaching and advising. The center assists faculty members in the development of their professional skills by enhancing the interaction between faculty members and local industries. The center develops programs and mechanisms for the development and training of faculty members. Some of the programs are specialized for the new faculty members. One of the main tasks of the center is updating and reviewing the faculty evaluation system. Some of the activities of the center are designed for the University administration (department chairmen, deans, etc.) to improve their administrative and leadership skills. The center provides grants to faculty members in the various academic development areas such as faculty development, enhancement of the learning environment and technology-enhanced learning.

6.6.2.2 Program Assessment Center

The continuous assessment of various academic programs is the key for the quality assurance at the University. The aim of assessment is to understand how educational programs are working and to determine whether they are contributing to students' growth and development. It focuses on programs rather than on individual students. It provides information on whether the curriculum as a whole provides students with the knowledge, skills and values that graduates should possess in accordance with the University's mission and its goals and learning objectives.

The Program Assessment Center strives to achieve its mission of promoting a university-wide culture of assessment towards developing quality education that copes with new technological changes and meets industry needs while retaining Islamic values. It provides the necessary and support for the various academic programs at the University to facilitate and coordinate their efforts towards the following objectives:

- Improve and maintain the highest academic standards at KFUPM
- Enhance students' learning outcomes
- Provide feedback for quality assurance of academic programs

- Follow-up on the implementation of recommended actions for improvement from self-assessment findings
- Prepare the academic programs for national/international accreditation

6.6.2.3 e-Learning Center

The e-Learning Center provides services that assist the university community in exploiting the potential of technology to enhance **teaching and learning**. The center's primary goals are to promote quality self-paced, learner-centered education through the development and delivery of quality web-based courses as well as to increase teaching and learning effectiveness through interactive web-based material to supplement traditional courses. In addition, the center encourages research and in-house development in e-learning. To achieve these goals, the center organizes a range of e-learning events where international, national and local experts participate in conducting workshops, discussion forums and seminars. In addition, the center conducts training programs on instructional technology and authoring tools to help KFUPM faculty to develop effective web-based material. Moreover, the center awards grants for the development of KFUPM courses into comprehensive online courses, which can be delivered completely through the web. The center also awards DAD grants to encourage research and development in e-learning fields. The center provides technical and support services for e-learning activities. It provides software and resources for e-learning. The center also manages and administers Blackboard Learning Management System (LMS) in coordination with Information Technology Center (ITC). Blackboard LMS is primarily used by faculty members and students for teaching and learning, to support traditional face-to-face instructions, as well as can be used in blended and online learning environments. Additionally, the center provides training workshops and functional support to faculty members in using Blackboard LMS.

6.6.2.4 Testing & Evaluation Center

The Testing & Evaluation Center (TEC), which originally functioned independently, reporting directly to the Rector, became a part of the Deanship of Academic Development in the year 2004. The center deals with academic assessments at the university, as well as research on indicators of student performance. The efforts of the center are targeted towards the advancement of testing and evaluation practices in teaching at the University. It provides consultation workshops and seminars for the faculty in test construction techniques, and the methodology of good testing. The center also conducts studies on issues related to student performance.

6.6.3 Services of the Deanship of Academic Development

The deanship provides a number of services to the university community as a means to achieve its objectives. Two of these services are provided directly through the office of the dean, and they are described below.

6.6.3.1 The Resource Center

The DAD resource center is an effective tool to fulfill the DAD's stated mission. The resource center distributes and lends literature and materials to assist KFUPM faculty members to excel in teaching and research. The materials include books, information brochures, videotapes, the DAD Web site and Multimedia and other references.

Faculty members are encouraged to visit the DAD Resource Center to benefit from its valuable resources.

6.6.3.2 Fellowship & Grants

The DAD fellowship and grants program provides financial support and incentives to enable faculty to contribute to meeting the objectives of the DAD. Fellows are expected to carry out a program of activities in faculty development, enhancement of the learning environment, technology-enhanced learning, and similar topics.

For further details please visit DAD website: www.kfupm.edu.sa/dad

6.7 Student Success Center

Based on the recommendations of a study conducted to review current opportunities and services available for university students and compared with best practices in 24 excellent universities, KFUPM Student Success Center (SSC) was established in February 2015. The aim of the center is to integrate all the activities provided by the various sectors of the university and working to provide all possible opportunities to develop students academically and skillfully, and activating the role of the academic counseling and guidance.

SSC reports to the Office of the Vice Rector for Academic Affairs. It consists of three main units whose roles and responsibilities are presented below.

6.7.1 Learning Support unit

Concerned about outstanding students with tailored programs that fit their needs such as:

- Specialized competitions (integration contest, factorization contest, physics contest ...),
- Training on the skills of scientific research, writing research proposals, and publishing a research paper,
- To participate in scientific research in partnership with university professors, and
- To design special tracks for outstanding students only.

In addition, SSC is concerned with the low achieving students, and designs programs for the betterment of their academic level such as:

- Evening help sessions program: where the best teachers are selected (according to the results of student evaluation) to provide evening help sessions for students with grades below the average in exams. These sessions are of interactive style (not regular lecturing).
- Peer assistance program: Where some of the outstanding students give help to low achieving students on a regular basis and make sure of their understanding of the course, and provide them with the necessary skills for their success. Those outstanding students get monthly stipend through the part-time job program of the Deanship of Student Affairs.
- Online office hour program: this program provides an opportunity for students of the preparatory year to interact with their teachers during the evening and discuss with them interactively.

6.7.2 Skills and Leadership unit

SLU aims to oversee, in collaboration with other university departments, the development of students' skills that meet the changing job market and employers needs in order to position KFUPM graduates at a competitive edge and prepare them for successful life. The unit gives special emphasis to intellectual foundations, leadership and cultivating skills required for becoming effective leaders. The unit includes many programs: Lectures, Workshops, and Preparing young trainers.

6.7.3 Academic Advising unit

This unit is designed to offer programs to students who are on the verge of academic probation (proactive), and programs suitable for students who suffer from probation (therapeutic), and

follow-up programs for students who have recovered from probation (rehabilitation and follow-up).

6.8 Research Institute

Client-funded research is administered by the Vice-Rector for Applied Research and is conducted mostly by the Centers of the Research Institute (RI). The academic departments, centers of research excellence and other research facilities can also act as the host unit for client-funded research projects. The host unit forms a team with the required expertise drawn from the pool of full-time researchers and faculty members at the University to execute research projects.

The mission of the RI is to serve the nation through client-driven research and development using the resources available at the University. Among the RI objectives are: serving the nation as a professional problem-solver; adapting imported technologies to the Saudi environment; serving the research and development needs of government organizations, local industry, and businesses; developing local expertise and expanding the Kingdom's knowledge base; supporting graduate and undergraduate programs at KFUPM; and contributing to the high-quality education and training of students.

The technical expertise for applied research available in the RI is focused in its centers and the centers of research excellence. Applied research support for the entire University is provided by the Center for Research Support.

6.8.1 Center for Communications & Information Technology Research

The Center for Communications & Information Technology Research (CCITR) conducts applied research projects in the fields of communications, networks, and computer applications. It undertakes research in the areas of communications and signal processing, information technology (IT), and electronic design automation. The Center provides research services and consultancy in the areas of software engineering, computer networking and information security, service and information system management strategies, and eBusiness.

The mission and objectives of the Center are to:

- Facilitate the transfer of communications and information technology knowledge to the Kingdom.

- Provide consultation and advanced training in the design and development of IT infrastructure and needs.
- Help organizations on the implementation of innovative technologies in communication and computer systems on a commercial scale.
- Provide assistance in the areas of computer hardware and software engineering, and computer networking.
- Assess industry IT needs.
- Expose KFUPM students to applied IT design and development projects.

6.8.2 Center for Economics & Management Systems

The Center for Economics & Management Systems (CEMS) works to enhance economic management and industrial development in Saudi Arabia and other Gulf countries by providing modern managerial and economic skills. It does so with the help of research economists and scientists and systems engineers who excel in the fields of management, economics, statistics, and information systems.

The main research areas of the Center are quality management, macro- and micro-economics, energy economics, small business development, industrial management systems, human resource development, and productivity improvement, as well as total quality management and reengineering.

The objectives of these programs are to improve and standardize the efficiency and productivity of the industrial and business sectors, and to enhance human resources. Typically, the research approach is to conduct a review and analysis of the existing practices in an operating organization and, based upon the analysis, to make conclusions and recommendations for improvements that will increase the efficiency and productivity.

6.8.3 Center for Engineering Research

The Center for Engineering Research (CER) provides a wide variety of R&D and consulting services related to mechanical, electrical, and civil engineering to local and foreign industries, and government and non-government organizations. The main research interests of CER are in the areas of building materials, energy systems, engineering analysis, structural engineering, erosion/corrosion, and multiphase flow. Applied research and consultancy services in the above areas are complemented by the research and services provided by the well-equipped Materials Characterization Laboratory, and the ISO-accredited Measurement Standards Laboratory.

The mission of the Center is to conduct applied and fundamental research projects, both short and long term, and provide consultancy services to industry and the government in the areas of Center expertise crucial for Saudi Arabia.

As the buildings and other structures in the Kingdom are exposed to harsh climatic conditions, the materials used for construction and the structures must be able to withstand the local conditions. Thus, research in this area is focused on modifying and enhancing the properties of building materials to suit local conditions, ensuring that new construction meets the required quality, and evaluating existing structures to ensure their integrity. CER is also engaged in research projects associated with electric power generation, transmission, and distribution, harnessing wind energy for power generation, etc.

6.8.4 Center for Environment & Water

The Center for Environment & Water (CEW) is recognized as a center of excellence for research, development, and engineering that meets the present and future needs of protecting the environment and the scarce water resources of the Kingdom. In order to meet the challenges encountered in this field, CEW has established a research program, which includes a broad spectrum of applied research initiatives in environment, water resources, and marine studies.

The mission of the Center is to provide innovative and cost-effective solutions to problems encompassing a broad spectrum of applied research in water resources, environment, and marine studies.

The Center has over three decades of experience. It has established multidisciplinary teams of professionals and experts, excellent laboratory facilities, experienced and well-equipped field investigation teams, and advanced computing facilities. CEW undertakes a wide range of comprehensive environmental investigations, including environmental impact assessment and compliance monitoring, and environmental pollution monitoring, modeling, and control.

The Center will continue to build its capabilities for the ongoing and future projects in the Arabian Gulf and the Red Sea. It is in the process of procuring a research vessel to significantly enhance the marine research capabilities. The Center is also engaged in a long-term sustaining research program in the Arabian Gulf, which has been active for the past twenty-five years. It is also engaged in a long-term research program in the area of greenhouse gas emissions, global warming and climate change.

6.8.5 Center for Refining & Petrochemicals

The Center for Refining & Petrochemicals (CRP) has been at the forefront of research and development in petroleum refining, petrochemicals, and polymers for over three decades. The primary objective of CRP is finding innovative solutions to the technological problems faced by the refining and petrochemicals industry in the Kingdom.

The mission of the Center for Refining & Petrochemicals (CRP) is to conduct distinctive high-quality Research & Development (R&D) and to provide outstanding services in petroleum refining, petrochemicals, and polymers.

Petrochemicals industry has a very important place in the diversification of the Kingdom's economy, and improved catalysts and novel fuels as well as new reaction pathways are essential for the industry to meet the increasing demands placed on it. The development of better catalysts and the identification of novel reaction pathways are, therefore, key research thrusts at CRP.

Research and development activities at CRP are tailored to fulfill these requirements. Among the focused research areas at CRP are adding value by converting readily available compounds into those with a higher demand, development of clean fuels etc. CRP also provides various services such as evaluating molecular sieves and drying agents for their performance and durability and offers specialized testing services.

6.8.6 Center for Strategic Studies & Planning

The Center for Strategic Studies & Planning (CSSP) is a unique entity, which draws on the vast pool of expertise available at the Research Institute as well as the rest of the University to conduct projects in strategic studies, planning, and developing organizational structures.

Depending on the requirements of a project, it can form teams using the expertise available at the Research Institute, academic departments, and the other numerous research entities, including the Centers of Research Excellence and Technology Innovation Centers. This arrangement allows CSSP to harness the talents of highly qualified, distinguished scientists and researchers to conduct nationally important strategic and planning studies, such as the Future Plan for Higher Education in the Kingdom (AAFAQ).

6.8.7 Center of Research Excellence in Corrosion

The Center of Research Excellence in Corrosion was established to sustain basic and applied research in the field of corrosion prevention and monitoring. The mission of the Center is to

provide solutions for major corrosion problems, facilitate technology transfer, and develop human resources. The Center conducts focused research to provide solutions for corrosion problems of strategic importance to the Saudi economy. The Center has developed research-programs in advanced coatings and innovative inhibition and prediction of corrosion. It strives to cultivate human resources, expertise, and facilities to support basic and applied research capabilities in corrosion. The Center runs different research projects including bioactive anti-fouling coatings; UV curable PU coatings; conducting nanocomposite coatings; development of green inhibitors; and computer aided design of inhibitors for oil/gas industry. The Center has developed state-of-the-art laboratories for advanced coatings, corrosion inhibition, cathodic arc PVD coating system, and 100KN hydraulic testing. The Center is in the process of establishing a corrosion and scale research excellence center in collaboration with Baker Hughes Company.

6.8.8 Center of Research Excellence in Renewable Energy

The Center of Research Excellence in Renewable Energy was established to conduct basic and applied research in electric power infrastructure, advanced energy storage, energy economics, fuel cell technologies, and solar and wind power. In addition to its research programs, outreach activities are conducted to increase awareness of the public and industry about renewable energy. **The Center has adopted as its vision statement "Empower the Kingdom to Continue as the World Energy Leader."**

One of the major challenges facing photovoltaic (PV) technology is the design of more efficient and cost-effective conversion devices. Thus, the research in the area of solar cells is geared towards obtaining a good understanding of the physical processes involved in the conversion of light into electricity, synthesis of materials with enhanced properties, and developing engineering expertise to produce innovative designs for devices. As PV modules/systems are highly affected by the climate and weather conditions, the performance of different types of PV modules and their reliability under the local weather conditions are studied to determine the most suitable and the most efficient type to be used in the Kingdom. PV models are placed in an outdoor testing facility and exposed to the varying weather conditions over the year with their performance monitored regularly.

The Center has also established a solar energy based refrigeration system to study the use of abundant solar thermal energy to power a thermally driven cooling process for domestic and industrial applications. In order to harness the full potential of renewable energy sources it is necessary to have efficient, safe, and reliable energy storage and conversion systems. Research in

this area at the Center includes fuel cells, membranes, flow batteries, and hydrogen production and storage.

6.8.9 Center of Research Excellence in Petroleum Refining & Petrochemicals

The Center of Research Excellence in Petroleum Refining & Petrochemicals conducts innovative basic and applied research in petroleum refining, petrochemicals, catalysis, and polymer science and technology. These fields are strategically important constituents of research in Saudi Arabia.

The Center strives to achieve excellence in strategic research within its core themes: olefin, aromatic, and polyolefin catalysis. The Center conducts focused R&D in its areas of specialization to keep Saudi Arabia at the forefront of the field of catalysis with innovation and collaboration at national and international level.

A goal of the Center is to enhance international competitiveness of the Saudi Arabian refining, petrochemicals, and polymer industries. Through the Center, KFUPM promotes cooperation in research by strengthening domestic and international research linkages, particularly by significantly increasing the current industrial affiliations.

6.8.10 Center of Research Excellence in Nanotechnology

The Center of Research Excellence in Nanotechnology (CENT) was established with the aim of developing a nanotechnology program to enable its scientists and faculty members to conduct world-class research in nanoscience and nanotechnology in areas of strategic importance to the Kingdom, and support the same through the academic programs at KFUPM.

The Center strives to develop innovative nanotechnology-based solutions for the petroleum and petrochemical industries in the Kingdom. It is committed to providing solutions in the strategic areas for the Kingdom such as water purification, petrochemicals, renewable energy, and corrosion. **The Center's major research programs include: nanotechnology for petroleum and petrochemical applications; nano structured chemical sensors; and nano structured catalytic materials.**

Research on nanostructured chemical sensors at CENT is focused on the development of nanomaterials for chemical sensors. Among the major research areas are the following: (i) Fabrication of novel and functionalized nanomaterials to be used as nano-tracers to acquire useful information regarding the residual oil in rock formations (oil reservoir sensors); (ii)

Development of nanomaterials for the detection of hazardous and toxic chemicals relevant to the petroleum and petrochemical industry; and (iii) Design of electroanalytical real-time nanosensors for rapid screening and detection of pollutants in the environment.

Research on catalysts and photocatalysts is mainly focused on the development of advanced nanostructured catalysts for the following applications: (i) Development of novel nanostructured active materials for cleaning fuels and gas, including removing sulfur and nitrogen; (ii) Development of advanced functional nanostructured visible-light-driven photocatalysts for water purification, H₂ generation through the water splitting reaction, CO₂ reduction, and green synthesis of organic compounds; and (iii) Development of noble metal-free catalysts for fuel cells and CO₂ conversion.

6.8.11 Center of Research Excellence for Islamic Banking & Finance

Center of Research Excellence in Islamic Banking & Finance aims to develop Islamic financial solutions by providing quality research and opportunities for application of ideas endorsed by Shariah Laws. The Center strives to conduct quality research in selected areas of Islamic banking and finance and intends to provide a common research platform to expand the horizon of an Islamic Economic System. The Center provides services in the areas of education, research, and community service.

6.8.12 Center for Research Support

The Center for Research Support (CRS) is an administrative center reporting directly to the Vice Rector for Applied Research. CRS provides integrated research support for the applied research projects undertaken for all units of the University. The Center provides administrative support for contract research projects; handles personnel and financial matters; maintains quality of documents (technical editing); and provides design and publication services. CRS also helps evaluate research proposals and keeps a close liaison with the clients funding applied research projects. Most of the Center activities are handled by the following units: 1) Contract Administration Unit; and 2) Finance and Human Resource Unit.

6.8.12.1 Contract Administration Unit (CAU)

The Unit facilitates contract research activities including providing assistance in the preparation of proposals, reports, technical memoranda, etc. CAU maintains liaison with clients and serves as a depository of reports and project related statistics. CAU also helps in calculating cost estimates

for project proposals and provides legal advice in contract preparation. The Unit ensures the quality of proposals and deliverables and is responsible for providing project status reports to the management.

6.8.12.2 Finance and Human Resource Dept. (F&HR)

The Unit handles recruitment of personnel, performance management, and compensation issues. F&HR processes invoices and controls budgets of client funded projects. The Unit also handles all activities relating to financial and administrative aspects of applied research projects of all KFUPM departments. F&HR manages budgets of approved projects, executes recommendations on budgets as required, and updates budget data. The Unit also audits project budgets to ensure the application of prevailing regulations.

6.9 Information Technology Center

The Information Technology Center (ITC) is the primary computing facility at KFUPM. It provides computing support for education, research, and administration at the University. ITC also provides services to some government and industrial agencies.

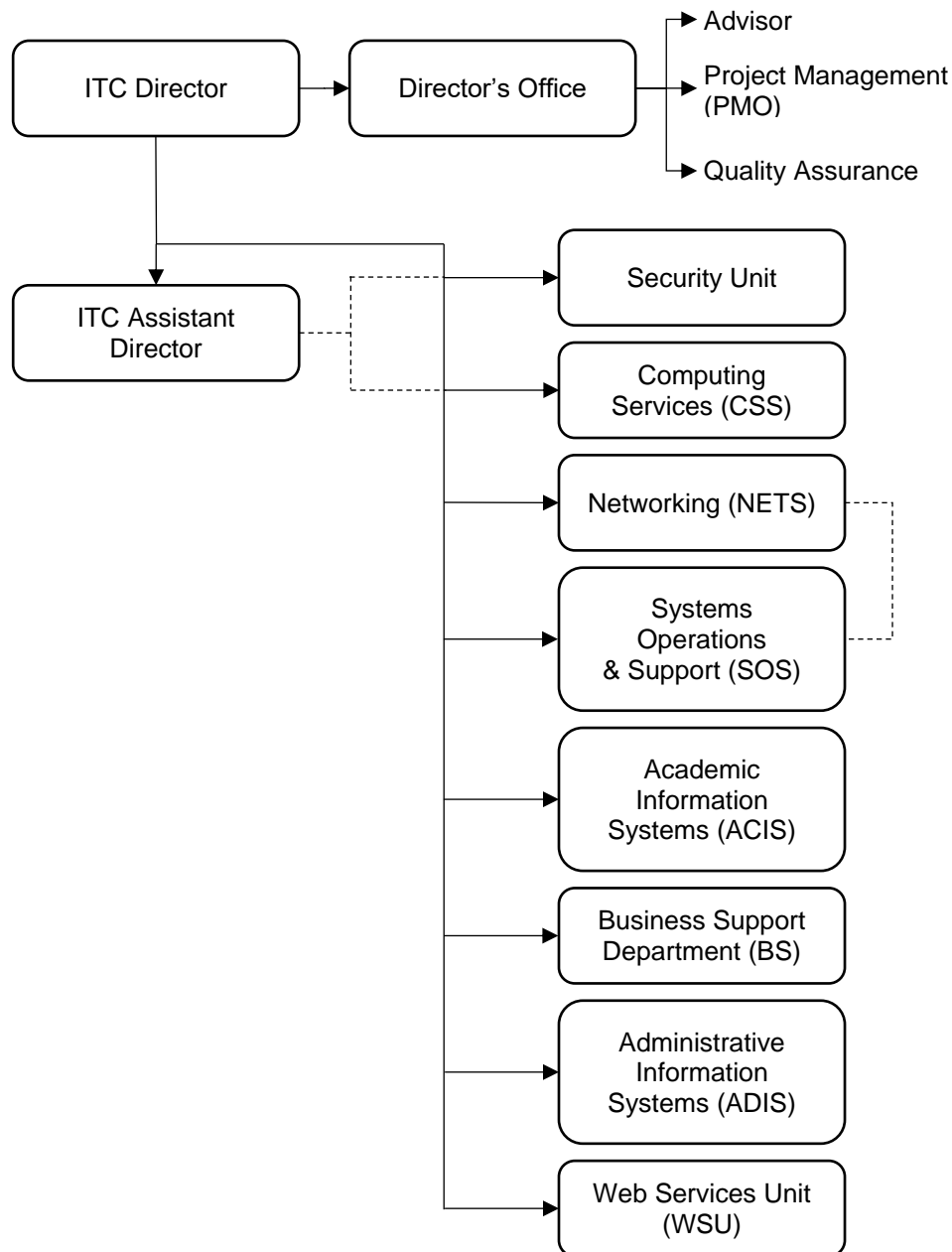
6.9.1 ITC Mission

To enable KFUPM's mission and strategic goals by providing creative technology solutions and expertise in technology development and support. ITC acts as an agent for change that challenges the way work is done and strive to improve it.

6.9.2 Organization of ITC

ITC consists of the following departments as shown in the figure. The Computing Services Department (CSS) serves the university faculty, students, staff and the Research Institute with extensive computing services in addition to comprehensive examination generation and grading services and maintenance of hardware equipment. The Administrative Information Systems (ADIS) administers and maintains the administrative and business applications such as payroll, personnel, financial accounting systems, material management, etc. The Academic Information Systems (ACIS) maintains the university registration and learning systems and has a section that provides technical support to the University Libraries and their automation systems and services. The Business Support Department (BSD) plays an important support role by facilitating all business-related and administrative tasks of ITC departments. Finally, the Systems Operations and Support

(SOS) provides systems and operational support to different operating system platforms. Additionally, Networking Unit (NETS), IT security Unit and Web services Unit are supporting the operations and managing backend infrastructure for the KFUPM user community and aforementioned ITC Departments.



The Computing Services and Support (CSS) department ITC serves the faculty, students, staff, academic and administrative departments, Research Institute all centers and projects, Deanship of Scientific Research, Dammam Community College (DCC) and Sultan Bin Abdulaziz Science and Technology Center (SCITECH). It also serves conferences and seminars while providing state-of-the-art IT equipment and computer hardware (planning, procurement, inventory, production,

logistics), along with extensive IT consulting services and service desk support in addition to comprehensive exam generation and grading services. CSS also provides computer hardware and configuration, delivers, installs upgrades, supports, scanning and printing facilities at PC Labs. CSS conducts its operations through web-based IT Service Manager System with automated IT operations of creating, escalating, approving and delivering IT services as per University policies and ITIL standards. It offers extensive facilities for users to request hardware/software assistance, track service desk requests, access IT knowledge-base & order new/replacement of IT equipment and computer hardware via Service catalogue, these can be accessed through edesk.kfupm.edu.sa.

The Administrative Information Systems (ADIS) department **maintains the University's** administrative applications including ERP system (Oracle E-Business Suite modules), such as HR, Financial Management, Material Management, Medical Care, Projects, Housing, Maintenance, Book Store, Smart Cards, etc. In addition, ADIS department has a software development section for developing new applications or reengineering existing administrative systems. The ADIS also has a Business Intelligence unit that maintains a data warehouse and provides advanced reports, KPIs and dashboards using critical university system databases as sources.

The Academic Information Systems ACIS department provides IT services with academic focus to the KFUPM community (Students, Faculty and Staff) as well as the Deanships of Admissions & Registration, Graduate Studies, Student Affairs, Library Affairs, Endowment Fund, Deanship of Academic Development and the Student Housing Department. It maintains Banner ERP System, which includes Banner Student, Finance, and Financial Aid & Advancement modules along with Banner Workflow & BDMS. In addition, ACIS managing various academic processes such as Student registration, admissions, finance, monthly stipend, and faculty grade posting etc. Besides this, ACIS also maintains Blackboard system, Library Management System (Symphony), Residential Management System (RMS), Upload & Recommendation Systems and various Satellite Applications integrated with Banner.

The Systems Operations and Support (SOS) provides systems and operational support to different operating system platforms. The enterprise systems technical support is offered through the SOS department. SOS also manages the day-to-day operations of the central computing facilities of the ITC.

The Networking Unit (NETS) is responsible for all the networking activities including network cabling, providing the network infrastructure and monitoring/management of the network services in the University. It provides Internet and Intranet services to the KFUPM community. Services include LAN services for all academic/administrative buildings and student dorm

buildings, Wired/Wireless networking, ADSL network for faculty housing and remote access Dial-Up services. It is also responsible for monitoring and managing all network devices which includes routers, switches, access-points, packet-shapers, load balancers, Infoblox appliances for providing the DNS services, in addition to securing KFUPM's IT infrastructure from inside and outside threats by placing proper access controls on the network devices. Intranet and Internet support services to remote sites i.e. Dammam Community College and SCITECH center are also provided and maintained by NETS department using Fiber connectivity.

The Information Security unit (ISU) ensures that the KFUPM Information Assets and Services are secured to the required level in terms of Confidentiality, Integrity, Availability, and Non-repudiation. Its vision is to ensure an end-to-end security based on a multi-layered defense in depth design. Information Security unit aims to implement security management based on International best practices and standards such as ISO 27001 and ISO 22301.

The Web Services Unit (WSU) manages and maintains the overall web presence of KFUPM. The unit activities include development, design and implementation of the KFUPM main university website, hosting and maintenance of web applications, departmental websites, and faculty and staff web pages along with administration of the KFUPM Portal.

The Business Support Department (BSD) plays an important support role by facilitating all business-related and administrative tasks of ITC departments. The office of Human Resources Management (HRM) manages the outsourced manpower contracts and plays a strategic role in helping the ITC to align its human resources capacity to meet those demands.

6.9.3 Towards a Technology Campus

ITC has introduced advanced technology into classrooms. Smart classrooms create new opportunities in teaching and learning by integrating networks, computers, and audio visual technologies. Currently all the university classrooms on the KFUPM campus are smart classrooms and available for faculty use. ITC has taken many steps to redefine the way information is delivered utilizing the latest computing and communication technologies. Major projects completed to support classroom teaching include Wireless Campus, University Laptop Program, ERP implementation for both administrative and academic modules, Portal implementation (single point of access to all applications) and enhanced university website.

6.9.4 High Performance Computing (HPC) Center

In an effort to advance research in High Performance Computing and to provide premium-computing services to researchers throughout the university, KFUPM has created its highly specialized Center for High Performance Computing (HPC). The center serves as a central gateway to the high performance computing resources of the university.

6.9.5 University Network

Networking facilities at KFUPM have seen exponential growth over the last five years. Computing facilities, which started with Novell-based PC labs in the early 90s, now support fiber optic Gigabit Ethernet backbone serving more than 18,000 Gigabit-Ethernet switched network points. All faculty offices, classrooms, computer labs, faculty houses and multistoried student dorm buildings are connected to the network. Wireless LAN connectivity is available to all the academic and administration buildings across the campus. Student dorms indoor and outdoor areas are completely covered with KFUPM's wifi and soon all the student dorm buildings will have the wifi coverage within the building as well. The university enterprise network is logically divided into different VLANs for faculty, staff, students and wireless users in order to provide secure access. Network Services are offered through ACLs (Access Control Lists) which ensures sensitive data can be accessed only by authorized users. All the KFUPM network traffic is monitored by a set of proxies and firewalls to ensure secure access and safeguarding KFUPM online assets and user from cyber-attacks. Remote Access VPN services are widely used by KFUPM community which allows them to securely connect to KFUPM network from anywhere in the world using a standard Internet connection. Services provided through VPN include remote desktop connection, KFUPM email (Microsoft exchange) and internal KFUPM web services.

6.9.6 General-Purpose PC Laboratories

ITC operates several general-purpose PC labs throughout the campus. These labs provide PC's for accessing the network as well as printing facilities. The locations and operation hours for each of these labs are maintained at the ITC website.

6.9.7 Internet and E-Mail

All faculty and students at KFUPM are provided with Internet, eMail, portal and e-business services. A faculty member or student needs a login ID and password for these services, which can be obtained from the ITC. The use of these services is expected to be in compliance with the applicable rules and regulations, provided at the time of application. Faculty members can also

post their course managements requests or personal web pages. Such services can be obtained by contacting the ITC.

6.9.8 Departmental Support

The CSS department at ITC provides technical support to all academic department PC labs, which are mostly operated by the departments themselves. It also provides support services to faculty in using technology to support teaching and learning. Technology training is also provided to all types of users. e-learning facilities with over 3000 standard IT courses online is also available.

6.9.9 University Laptop Program

ITC implemented a major component of the strategic university plan to enhance mobile computing infrastructure which also compliments the deployment of wireless network across all academic buildings. Modern laptop computers are distributed to all faculty members. Laptops and the wireless network help improve academic programs. Faculty has enhanced support for e-Learning technologies inside classrooms and elsewhere to deploy effective teaching methods and learning experiences. Programs for students to acquire laptops are also supported by ITC through Student Affairs.

6.9.10 User Support

The CSS staff at ITC offers a wide range of support services to faculty members. They also provide assistance to faculty members regarding hardware and software installation and support. A Service Desk to answer user queries is operated during daytime office hours. As part of the IT Service Management system, a self-service portal called EDesk, is also available for users to submit and track their requests for IT support. As mentioned before, it offers extensive facilities for users to request hardware/software assistance, track Service desk requests, access IT knowledgebase & order a new/replacement IT equipment via Service catalogue. In addition, ITC offers frequent short courses, tutorials, awareness seminars and workshops on PC applications as well as general user-orientation of university computing facilities.

The ITC Service Desk is the first point of contact for IT Services, the contact details are:

Phone: 860-3111 (Phone support is available during working hours)

Location: The ITC Service Desk office is located in building 14 Room 136.

Email: itc@kfupm.edu.sa

Online: edesk.kfupm.edu.sa

Online storage administration and maintenance is also provided by ITC. Each faculty/staff can get a free space of 5GB on the network-based filer storage for storing personal documents while students can access storage through MS Office 365. These documents are accessible from all over the world through the Internet. All faculty houses are equipped with internet service from STC (Saudi Telecommunication Company) thru FTTH (fiber to the home service). Each resident has to subscribe with STC to activate the internet service.

For additional information, please visit the following URL: www.kfupm.edu.sa/itc.

Chapter 7

On-Campus General Services

7.1 Campus Facilities

King Fahd University of Petroleum & Minerals occupies a central position within an exceptionally beautiful 640-hectare campus located on Jebel Dhahran. The University buildings are equipped for all academic needs, with a variety of special-purpose facilities including computer terminals and closed-circuit television outlets. All University buildings are centrally air-conditioned.

The Academic Complex consists of several major buildings. The facilities available include the academic buildings that comprise laboratories, lecture halls, classrooms, seminar rooms, teaching and research laboratories and offices. Other buildings include the Research Institute, the Library, the Heavy Equipment Laboratory, the Energy Research Laboratory, the Information Technology Center, the Administration Building, and the Faculty & Student Center, which includes the Faculty Dining Hall, the Post Office, and a Stationery Shop. The University's supporting facilities include the Prince Nayef Conference Center, which is an Auditorium that seats 850 people and is equipped for simultaneous translation in three languages. The supporting facilities also include Conference Center Complex, the Medical Center, multistory parking garages and a Mosque. The sporting facilities include the Stadium, which seats 10,000 people, the Gymnasium, and playing fields for inter-collegiate and intramural sports. Furthermore, the University is marked by the distinctive KFUPM water tower, which is on the University's logo and supplies its circulatory water systems.

To the north of the Jebel there is the Preparatory Year Faculty Office Building, two classroom buildings, and various laboratories and service buildings. This area also includes the Student Housing facilities that include the Student Mall, the Student Cafeteria; Hazardous Chemical Stores and the garage for maintenance of University vehicles.

To the south of the Jebel, there is the main Faculty and Staff Housing area, including the Family Community Center and the Co-op Store. The electronic Telephone Exchange, the University Press Building, the Bookstore, and the University Schools are located on the southeast of the University campus. For the locations of these buildings and facilities please see the University map (Appendix 3).

7.2 Administrative Services

The Department of Administrative Affairs offers a wide range of administrative services to the faculty and other personnel. The services are divided into several units and functions as follows:

- The General Services Unit deals with the fax facility and telephone billing system. Faculty can send personal faxes through this unit on the same rate as the telephone bills.
- Smart Card Section issues smart cards to the new faculty/staff on their arrival after receiving a notification from the Faculty & Personnel Affairs.
- The Reproduction Unit offers photocopying and other copying facilities to all the departments of the University. Upon the approval of the department chairman, faculty members can get multiple copies made of their handouts or lecture material to be given to students.
- The Mail Center deals with all incoming and outgoing mail. Each faculty member is assigned a mailbox to be used during the period of his service at the University. The faculty can also direct their mail to their academic departments.
- The Transportation Unit deals with the transport needs of the University community. This unit operates an hourly shuttle bus service between the academic buildings and Medical Center. Additionally, a shopping bus service is available from the campus to Al-Khobar and Dammam shopping areas. Faculty and their families may benefit from this service.
- **Telephone Operator's Service** is available to the University community during official working hours.

7.3 Faculty/Staff Housing

The University is by policy a wholly residential institution and provides on-campus housing for its faculty and eligible members of the staff. It is considered particularly important for foreign contract faculty to reside on campus, and arrangements are made for their accommodation.

The main Faculty/Staff Housing area of the University is located in the southern sector of the campus. All University houses and apartments are air-conditioned and have basic furnishings. The University supplies full utilities, electricity, gas, water, air conditioning, maintenance, campus cleaning, landscaping and garbage removal. Housing accommodation is assigned by the Housing Committee on the basis of a formula weighing family size, length of service, and faculty rank or employee grade.

Furnishings for the faculty and staff houses include the essential items that permit a new employee to start living satisfactorily upon arrival. The furniture includes lamps, blankets, bed linen, cooking utensils, dishes, and flatware which are supplied in accordance with the individual's family size. The housing units are provided with curtains or venetian blinds, a carpet or rug for the living room, an oven, a refrigerator and a washing machine. The University does not supply vacuum cleaners, television, radios, electric iron, or electrical appliances such as mixers or grinders.

7.3.1 Regulations for Utilizing the Housing Units

The housing units on the University campus are wholly owned by KFUPM. The ownership extends to land, buildings, utilities, surrounding gardens, yards, etc., and to interior fittings, namely, furniture and appliances provided by the University.

The housing units provided by the University as the residence of faculty and eligible staff on campus are considered to be a special benefit offered to them rather than an earned right. These housing units are to be used exclusively by faculty/eligible staff and their immediate family members and female housemaids only. Leasing or loaning the housing unit, fully or partially, or any of its contents to other persons for any period of time is forbidden. The occupant is subjected to disciplinary procedures in the event of any unauthorized use of the premises.

All housing units are privacy protected. The occupant is responsible for cleaning and the upkeep of the house, its contents and surroundings. Occupancy of the house must be signed over to the Housing & Office Services Department as soon as the services of a faculty or staff member come to an end. The occupant is liable to settle any claims by the University for missing items and/or any damage caused to University property.

No occupant of the University housing units is allowed to make any additions or alterations to the house. Other regulations pertinent to housing such as housing assignment procedure, occupants' liabilities, furnishing and others can be obtained from the Housing Department.

7.4 Housing and Office Services

Office Services are the responsibility of the Housing and Office Services Department. These services include procurement and supply of furniture and equipment for offices, classrooms and labs. Office services also include relocation of office furniture, equipment, books, etc. as required. All necessary arrangements for the annual graduation ceremonies and other major events,

including various exhibitions, conferences, seminars, workshops, etc. are the responsibility of the Housing and Office Services Department in collaboration with the Maintenance Department, Audio-Visual & Press, and other department(s) involved with the event. Facilities such as janitorial service, issuance of keys, locksmith services, upholstery and distribution of notices and announcements are also offered by the Housing and Office Services Department.

The on campus residents and academic & others departments can request services which include furnishing, gardening and pest control services. An occupant may ask for assistance by sending a request to the Housing & Office Service Department either by IVR System (calling 3666 and responding to the IVR system) or by email at info-hos@kfupm.edu.sa.

7.4.1 Gardening Services

A landscape contractor carries out all gardening activities on campus, including watering, fertilization, cutting and trimming of hedges, plants and trees, cleaning gardens, etc. according to a set schedule. This contractor is supervised and guided by the landscape section, which also decorates the settings for gatherings and the annual commencements. The University owns four greenhouses and operates about ten acres of nurseries to supply the University with all its plant needs (indoor and outdoor types) and it executes new landscaping projects when needed.

7.4.2 Pest Control Services

Pest Control Services are offered by the Housing & Office Services Department. These services include control of common and occasional household pests, control of termites and other wood-boring insects, rodents/mice and shrew control, mosquito and flies abatement program services, dusting/spraying of sewerage manholes, canine, cats and other vertebrate's control, and disinfection services of garbage enclosures, etc.

7.5 Maintenance Services

The Maintenance Department (Your Quality Service Provider) offers its services to the entire community which includes maintaining the housing units of the University. Residents can request maintenance services which include telecommunication, carpentry, masonry, painting, plumbing, electrical repairs, maintenance of air-conditioning systems and appliances. It also maintains the quality and pumping of water and gas. Whenever needed, the occupants can ask for assistance by sending a request to the Maintenance Department either by the IVR System (calling 4000 and responding to the IVR system) or by submitting an online request as described on the Maintenance

Department Web page at maint.kfupm.edu.sa/online-request-forms/index_public.htm. Emergency requests should be made by calling on Tel # 7000. The occupants should promptly report any item(s) requiring maintenance in order to avoid damage to University property. All requestors are expected to give their feed-back on the job done.

For further details, please visit the Maintenance Department site at the link maint.kfupm.edu.sa.

7.6 Medical Services

The University operates a Medical Center on campus as a primary health care with facilities of Internist, Pediatricians, Cardiologist, ophthalmologist, ENT specialist, General Practitioners, Dentists, Pharmacists, Nurses, X-ray and Ultrasonography scanning facility and a first aid unit. A well-equipped laboratory is available, which performs Hematological, Bacteriological, Serological, Hormonal Assays and Biochemistry tests. The Medical Center also issues medical reports for residence permit, and eye tests for the driving license. Basic vaccinations for children are also available. The services of the Medical Center are available without charge to all University faculty, staff, their families and students. Prescribed medicines are available at the KFUPM Pharmacy. Applicable charges for the medicine are deducted from the employee's salary.

For emergency cases, the Medical Center operates on 24-hour basis, with a nurse on duty, and one of the Doctors residing in campus on Call. The Medical Center emergency telephone number is 3333.

7.7 Food Services

Meals of both Arabic and Western menus are available at modest prices to the University community in the dining halls of the Food Services Department. Besides, members can use the snack bars and coffee shops, located in various academic and administrative buildings, and this includes the one for families in the Community Center.

Two grocery stores, operated by a Cooperative of University employees, are located, one each in the faculty and staff housing area, wherein essential commodities are easily available for sale to the members.

Commercial supermarkets and cold-storage outlets also exist in districts near the University and in Khobar and Dammam.

7.8 Telecommunication Services

All matters that relate to telecommunications are referred to the Telecommunications Department of KFUPM. The Telecommunications Department is responsible for providing and managing the following services:

7.8.1 Voice Communication Services

The Telecommunications Department's main task is to provide all the telephone services in academic buildings, faculty housing and student dorm. The existing state-of-the-art telephone system of the University supports Voice-over-IP (VoIP) connections for transporting the voice over the data network, and supports both analog and digital telephone lines.

The University services cover the cost of local telephone calls and official long distance calls. However, the faculty must pay for their personal long-distance calls. The telephone bills are generated electronically at the end of each Gregorian month and posted on the KFUPM site. They can be accessed by your internet username and password. The amounts are automatically deducted from salaries after 30 days.

7.8.2 Smart Card and Access Control System

The Telecommunications Department also manages the Smart Card and access control system. The smart cards are used in the University for identification, access control, borrowing books from the library, and fetching medical records at the medical center of the University.

7.8.3 Professional Mobile Radio Service

The professional radio service is provided to many departments of the university e.g. Maintenance, Security, Housing & Office Services, ITC, etc for their wireless communication needs. The main objective is to allow instantaneous official group calls within the departments.

7.8.4 Interactive Voice Response (IVR)

The IVR service allows caller/requesters to submit their requests and/or get information automatically from the system. This service is currently being provided to the Maintenance department, Telecom department, the Housing & Office services department, the ITC and the Main Library.

7.8.5 Maintenance Request System

Maintenance requests can be submitted either by calling the IVR (Ph#: 4000) or via online web forms found at maint.kfupm.edu.sa/online-request-forms/index_public.htm. These requests are automatically sent to the concerned supervisor for action.

7.8.6 Fire Alarm Network Monitoring and Protection Systems

All the academic and official buildings are equipped with fire detectors and some crucial places like the operations room for Telecommunications, ITC, and various laboratories are protected by automatic fire suppression systems.

7.8.7 Closed Circuit Television (CCTV) System

To safeguard the university property by 24-hour monitoring and reporting any unpleasant activities in due time, a centralized IP based video surveillance (CCTV) system has been installed and maintained by Telecom department. To ensure the provisioning of safe and highly secure teaching and research environment, all the academic/office buildings and student dorms are equipped with a centralized IP CCTV surveillance camera system for the real time monitoring of the public indoor places of these buildings for monitoring purposes and at the same time to record all the video streams appropriately to be able to refer back to the recorded video, if needed.

A real time monitoring and surveillance facility is established at the CCTV Control Room with Video Wall facility and all necessary controls and equipment in building 21. This activity is administered by the Security department of KFUPM.

7.8.8 Electronic (Fingerprint) Attendance System

The Electronic Attendance System is installed and managed by Telecom department. Appropriate numbers of attendance terminals are installed in all academic/office buildings. All staff employees are required to register their attendance using the installed terminals at their respective buildings.

7.8.9 Cable Television (CATV)

The Telecom department provides and manages the CATV service across the KFUPM campus. Channels of different genres which are approved by KFUPM administration are broadcasted on the CATV network.

7.8.10 Master Clock

All academic and office buildings are equipped with Master Clock network. The clocks are installed in public hallways and they are designed to be synchronized with the precision master clock.

For additional information, please visit the following URL: telecom.kfupm.edu.sa/main

7.9 Educational Technologies

The services offered by the Educational Technologies Department are given below:

- Operating and maintaining of smart classrooms
- Auditoria Reservation
- Audio Visual services
- Video Conferencing services
- KFUPM CATV operations
- KFUPM Television channel operation
- Loans of TV, Video, Digital cameras, Video and overhead projectors
- Operating buildings 10 and 20
- Maintaining sound systems in all KFUPM mosques

For additional information, please visit the following URL: www.kfupm.edu.sa/edutech

7.10 Press

The press provides the production services to the campus community. This includes quality printing in black & white and multi-color in the form of academic books; undergraduate & graduate bulletins; department letter head, memos, handbooks and brochures; annual reports and research papers; University stationery, calendars and registration schedules, announcements and forms; periodicals; miscellaneous academic publications pertaining to conferences & exhibitions, short courses, graduation ceremonies, career day, and student activities; issuance of business cards; various sizes of banners, flex, and posters; vehicle stickers for KFUPM security department & school, printing on gifts and presentation items such as plaques, etc.; and name plates, rubber stamps and signboards for all the University departments. The press also designs content for display screens in the University and design various type of content for the departments of the university.

In addition to the above, KFUPM Press services are extended to the Community College under KFUPM for their activities.

The KFUPM Press comprises several sections with qualified technicians in all sections such as: graphics art, camera and montage, letterpress printing, offset printing, digital printing, laser printing, binding and finishing, engraving, and silkscreen printing.

7.11 Security

Security of the whole campus is the responsibility of the Security Department. The functions of this department include the following activities:

- Maintaining security of the University community and its properties by providing protection 24 hours a day. The Security and Safety emergency telephone number is 4444.
- Issuing stickers for faculty and students' cars in order to control road security in the campus and allow the cars to be parked in proper parking areas at the academic buildings and in residential areas. The stickers also serve as permits for the University Beach facility. The stickers must be returned to the Security Department if the car is sold.
- Enforcing the traffic regulations on the campus. The maximum speed allowed on campus roads is 50 km/hr. Only certain parking areas are allocated to the faculty members and they are labeled. A fine must be paid for any violation of the traffic regulations, such as speeding, seat-belt not being fastened, parking violations, non-observance of signals, etc.

7.12 Environment, Health & Safety

Environment, Health & Safety (EHS) department objective is to ensure a safe, sustainable, healthy work, research and study environment in KFUPM and its community. It identifies, assesses and manages the risks related to health, safety, and environment. This is carried by implementing policies, programs and procedures that can improve workplace safety conditions in the university. The department aims to develop and maintain a positive and proactive EHS culture to create awareness in KFUPM community about the significance of EHS. Furthermore, the department continuously develops the EHS management system.

The department is responsible for reviewing health and safety inspection reports to assist in the correction of identified unsafe conditions or practices. It also evaluates the accident

investigations to determine the causes of unsafe acts or unsafe conditions and the noncompliance with the guidelines and the standard procedures. The department evaluates the accident and illness prevention program with a discussion of recommendations for improvement where indicated. EHS department also assures the implementation of safe work processes in the laboratories and plants through respective EHS representative from their department.

Every employee and student at the University and every other person working on its premises must take reasonable care for their own health and safety and that of persons who may be affected by their acts or omissions at work or study. All employees must co-operate with the University to enable the University to meet its EHS obligations. This includes reporting all accidents, near misses, unsafe activities and conditions or cases of occupational disease and ill-health to their manager/supervisor and to the EHS Department Coordinators.

- Faculty members shall attend basic safety training courses as part of the train-the-trainer process. Faculty members shall then educate students, residents and visitors accordingly. All employees must co-operate to enable the University to meet its EHS obligations.
- Students and Residents shall participate in drills and awareness programs.
- Contactors shall ensure that contractor employees are trained in KFUPM EHS safety rules and competent in their craft or skill.
- Visitors shall be aware of the basic safety requirements such as incident reporting and emergency evacuation procedures.

For further details please visit EHS website: www.kfupm.edu.sa/ehs or contact the department through Phone: 7894 or e-mail: ehs@kfupm.edu.sa.

7.13 Public Relations

The Public Relations and Information Department carries out a variety of tasks on behalf of the University. It has primary responsibility for welcoming official visitors and delegations and for preparing their visit programs to the University. The Department also publishes two bi-weekly news magazines in both Arabic and English and is responsible for gathering University-related news items and making them available to the local newspapers and the Saudi Press Agency (SPA). It also maintains a record of all news items concerning the University in a file that is published monthly for perusal by the University's executive and top management. The Public Relations & Information Department is also active in arranging and organizing various academic events such

as conferences and symposia and activities related to the Graduation Ceremony at the end of the academic year. Services of the department also include translation and photography.

7.14 University Bookstore

The University Bookstore is operated for the convenience of students and faculty. Because of the large number of specialized textbooks needed for the University programs, the University maintains an extensive textbook acquisition on-line system. All students get free copies of the textbooks for the courses they register for each semester. Faculty can get free personal copies of the textbooks for the courses they teach from the bookstore with Departmental approval.

7.15 Community Center

The University has a Community Center for faculty/staff and their dependents, located in the Faculty/Staff Housing area. Admission to the Center is limited to authorized Faculty/Staff only, who are required to show their identification cards at the Community Center entrance gate. The Center issues identification cards for the eligible dependents. Female guests are allowed into the Center with prior approval of the Center.

The Center has extensive facilities, including a sports hall, squash and racquetball courts, games room, separate men's and women's swimming pools, tennis courts, an exercise room, and table tennis and billiard areas. There are also hobby rooms for pottery and piano practice, meeting rooms, and a ladies' hairdressing salon. The Center has its own coffee-shop and lounge as well as a banquet room. The library facility within the Center has both adults' and children's sections. An outdoor children's playground adjoins the Center. The Center sponsors classes in a wide range of recreational activities and is the host for a number of interest/activity groups. The Center also organizes competitions among adults and children in various sports, such as karate, gymnastics, tennis, soccer, and swimming, during the academic year. The Center also arranges for recreational trips to nearby areas.

7.15.1 Ladies' Activity Group

The Ladies' Activity Group comprises ladies from the University community (wives of faculty and staff members) who volunteer their services. The Group arranges social events for ladies, which include: holding reception gatherings for the wives of new faculty members; arranging public lectures and family fairs at the Community Center; organizing trips to nearby places and the

University beach; organizing an annual dinner for University ladies. The group works in collaboration with the Community Center and the University Community Affairs Committee.

7.16 Beach Facility

The University has a private beach area at Half Moon Bay, about 40 kilometers from the university campus. The beach is for the use of the entire university community. The beach may be used for swimming, surfing, sailing and relaxation. Changing and toilet facilities are available. There are also shaded picnic shelters, children's play facilities and a mosque. Accompanying guests are allowed entry to the beach for a nominal fee payable at the entrance gate.

7.17 Sports Facilities

Sports and Recreational Facilities are in three larger areas ideally situated on the main campus (Bldg. 36 – Stadium, Bldg. 39 – Sport Complex & Bldg. 11). The main campus area Bldg. 39 has a 25 meter indoor swimming pool, shower and changing room facilities, four squash courts, weight training rooms and two rooms equipped with television and video facilities to aid the teaching and coaching of all sports. Outdoor facilities are; two soccer pitches, a handball/six a side court, five tennis courts, athletic track, basketball, volleyball courts. The second, Building 11 sport gymnasium located in Jebel has the latest modern indoor physical education facilities that include areas for basketball, volleyball, gymnastics, handball, squash, table tennis, judo, taekwondo, karate, weight training and many other sports activities. Adjacent to the gymnasium is an Olympic size swimming and diving pool with its own shower and changing rooms. The third, main area of sports facilities is the floodlit soccer and athletics stadium, located near the main entrance to the University. There also an environmental chamber for use in Physical Education research, plus administrative offices for the Physical Education department.

Faculty and their families practice many sporting activities at the Community Center facilities. Training sessions for the University community are arranged for nominal fees whenever the expertise is available. Sports competitions are also arranged during the academic year for the Rector's Cup, such as the annual race, volleyball, etc.

7.18 University Schools

The University provides private Schools on campus to serve mainly children of faculty members as well as children from nearby residential areas. The schools are managed by a board whose

members are volunteers, mainly elected from faculty members who are parents of pupils in those schools. The Saudi Ministry of Education supervises the schools. The institution comprises two separate schools: one for boys and one for girls, as well as a Kindergarten. Each of the two schools operates classes from grade 1 to grade 12. The schools adopt the Saudi Curriculum system according to the Saudi Ministry of Education regulations. Although they offer English language classes from grade 1, in general the medium of instruction is Arabic. Faculty members' dependents are given discount on the tuition fees. Although faculty members' dependents are given priority in enrollment, it is advisable to make prior arrangements in order to get admission, since places are not always available.

There are many government and private schools in the nearby areas in Dhahran, Al-Khobar and Dammam. Non-Arabic speakers can find appropriate schools for their children since many of the private schools offer special curricula related to various communities living in the area.

7.19 Other On-Campus Services

The following services are also available within the campus facilities:

- The University Mail Center takes care of all types of mail (normal and express mail) services. The Mail Center is located in a central area of the academic buildings.
- The Saudi Arabian Airlines office is also located in a central area of the academic buildings. The office offers official and private ticketing services to the University community.
- The KFUPM branch of Riyadh Bank is located in front of the University Stadium to serve the University community. Automated teller machines (ATMs) are installed in various locations on campus.

Appendix 1

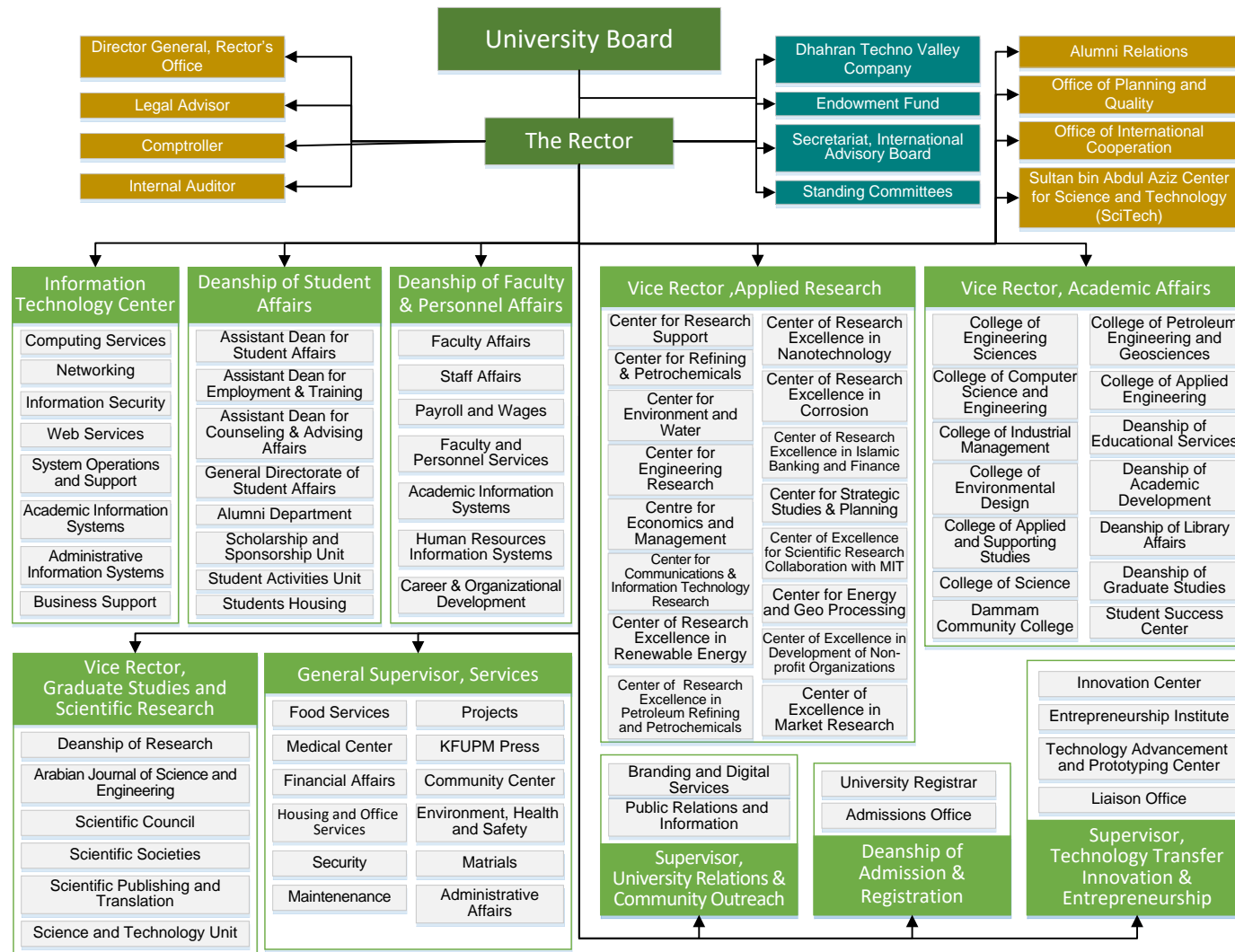
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Appendix 2

Organization Chart



Appendix 3

Campus Map

