

**Qatar University**

**Date: 28/11/2021**

**University President's Decision No. (47) of 2021  
Regarding "Administrative Units Review"**

**The University President,**

- After having perused Law No. (34), 2004 on regulating Qatar University;
- And the Academic bylaws approved by the Board of Regents on 16/06/2005 including the corrections;
- And the Recommendation of the EMC issued in its first 2021/2022 session held on August 17, 2021;
- And in consideration of the public interest,

**The following has been decided**

**Article (1)**

In the application of the provisions of this Decision, the following terms and phrases have the meanings ascribed to them:

**1. Administrative Unit/Units**

Unit/Units refers to the entities that neither bear teaching/academic responsibilities, nor do they grant academic degrees including all QU units except colleges and research centers.

**2. Administrative Units Review:**

It is a systematic process to assess the effectiveness and quality of the Administrative Units' performance, and promote planning and improvement to support their strategic development.

**3. Administrative Units Review Committee (AURC):**

A Committee formed by the Chief Strategy and Development Officer (CSDO) who determines its work duration as well.

**4. Master Calendar:**

It is a six-year timetable constituting one cycle to review the Administrative Units.

**5. External Reviewer:**

The Committee selects the external reviewer from outside the University to review the respective Administrative Unit.

## **Article (2)**

In the application of the provisions of this Decision, the tasks related to the review process can be distributed as follows:

### **1. The University Council is responsible for:**

- a. Reviewing and endorsing the master calendar.
- b. Discussing the AURC's recommendations.
- c. Taking the necessary decisions
- d. Reviewing the Follow-up Report.

### **2. The External Reviewer is responsible for:**

- a. Reviewing the self-study report (SSR) provided by Administrative Unit.
- b. Preparing an initial report within two weeks from the date of assignment and before the committee's meeting in collaboration with the respective Administrative Unit.
- c. Meeting with the committee and the director of the Administrative Unit.
- d. Preparing recommendations and submitting a final report once the committee's meeting is conducted.

### **3. Administrative Units are responsible for the following:**

- a. Preparing the SSR provided by the AURC.
- b. Providing all data required to interpret the report's content.
- c. Holding meetings with AURC to discuss the SSR's content and any ambiguous issues that need to be explained regarding the performance of the Administrative Unit.
- d. Holding meetings with AURC to discuss SSR and revise its final recommendations.
- e. Meeting with the University Council.
- f. Providing notes on action plans taken to implement the recommendations.
- g. Providing the Committee with the CV's of external reviewer candidates.
- h. Submitting an action plan to implement the approved recommendations to the committee's members.
- i. Meeting with the committee after one academic year to discuss the procedures taken to implement the action plan mentioned in item (h).

### **4. AURC is responsible for the following:**

- a. Developing a master calendar for AUR, which shall be reported to the Chief Strategy & Development Officer for review and approval.
- b. Answering Administrative Unit's inquiries related to SSR.
- c. Selecting an external reviewer to each Administrative Unit.
- d. Reviewing and analyzing SSRs provided by the units that are under review.
- e. Meeting with stakeholders of the respective Administrative Unit to discuss unit's performance.

- f. Meeting with the director of the Administrative Unit and the external reviewer to discuss unit's performance.
- g. Preparing observations, and recommendations to improve the Administrative Unit's performance and its operational procedures.
- h. Submitting the observations and the recommendations to the University Council.
- i. Following-up on the progress of the respective Administrative Unit in implementing the endorsed recommendations after one academic year from the date of endorsement.
- j. Reviewing all AUR follow-up reports and recommendations.
- k. Reviewing the requirements, approved procedures and forms of AUR for the purpose of improvement.

**5. The Committee's Advisor is responsible for:**

- a. Revising all documents of the review process.
- b. Improving the review process through feedback and recommendations necessary to enhance the process for committee members in accordance with the committee and QU's objectives.

**6. AURC's Coordinator is responsible for:**

- b. Communicating with the relevant Administrative Unit under review.
- c. Communicating with the external reviewer.
- d. Assisting the respective Administrative Unit in preparing SSR.
- e. Preparing all review reports and recommendations, and report them to the committee for review.
- f. Executing all tasks required by the Chief Strategy & Development Officer or the Committee within the review process framework.

**Article (3)**

The AURC is formed by the Chief Strategy & Development Officer. It shall include at least four members affiliated to QU, in addition to a coordinator affiliated to the Chief Strategy & Development Office.

**Article (4)**

All QU Administrative Units are subjected to one review during each cycle.

**Article (5)**

The Committee selects the external reviewers according to the nature of tasks assigned to the unit under review. The reviewer's task ends once the review process is completed.

**The external reviewers shall meet the following criteria:**

1. There should not be any conflict of interest with QU or with the relevant unit under review.
2. He/she must have work experience in the area of review.
3. He/she must be nominated by the relevant unit to be reviewed.

Therefore, The Committee selects one external reviewer among the nominees of the respective units.

**Article (6)**

Based on the available data and the primary reviews of the Administrative Unit's performance, The Committee shall select internal reviewers (from QU) to review the unit's assigned tasks when necessary. The reviewers' task/job ends once the review process is completed.

**Article (7)**

The AUR process offers a sufficient evidence that identifies the need to promote, reduce, maintain, or withdraw the evaluation of the Administrative Unit; or it also identifies the need to resort to external sources to carry out the evaluation or to re-organize it or to conduct more evaluation processes.

**Article (8)**

A master calendar for review must be developed to assess the review process of all Administrative Units. It should be approved annually by the Chief Strategy & Development Officer and endorse by the University Council.

**Article (9)**

The Administrative Unit may request a postponement of the review process for one academic semester from the Chief Strategy & Development Officer; the Chief Strategy & Development Officer shall issue a final decision regarding this request.

**Article (10)**

The AURC is responsible for following-up the implementation of the endorsed recommendations and prepares the Administrative Unit's progress report regarding the implementation of these recommendations and submits it to the respective VP and then to the University Council.

**Article (11)**

Based on the available data and the primary reviews of the Administrative Unit's performance, the University Council may recommend all or some of the following:

1. Conducting additional reviews for the respective Administrative Unit.
2. Re-reviewing the performance of the Administrative Unit within a specified period.

**Article (12)**

The AUR cycle begins by identifying the Administrative Units that need to be reviewed every academic semester through the following four stages:

1. Self-study
2. The Committee's review
3. Endorsement of recommendations
4. Follow-up

**These stages are linked to a number of reports as follows:**

**1. Self-Study Report (SSR):**

A template to be filled-in by the respective Administrative Unit. It includes data and information or any other needed documents to provide a comprehensive description of the unit and how it supports the University's mission and strategic plan.

**2. The External Reviewer's Report:**

An evaluation and recommendation report prepared by the external reviewer based on the SSR and the outcomes of the meeting with the committee in the presence of the Administrative Unit's director and from the field visit (if any).

**3. Review and Recommendation Report:**

It includes the main results and recommendations issued by the committee's members based on the SSR, the final report of the external reviewer, and the interview results of stakeholders and beneficiaries of the respective Administrative Unit.

**4. Endorsed Recommendations Report:**

It is the report of the final recommendations that is endorsed by the University Council.

**5. Follow-up Report:**

The AURC prepares this report, which includes the achieved progress and the actions taken with regards to each endorsed recommendation by the University Council.

**Article (13)**

**To accomplish the self-study stage for the respective unit, the following steps should be taken into account:**

1. The Chief Strategy & Development Officer sends a notice to all directors of the Administrative Units selected to be reviewed according to the main master calendar informing them about the starting date of the review one academic year in advance.
2. The Administrative Unit completes the SSR which must include the following:
  - a. Data, information and any other documents necessary to provide a comprehensive description of the Administrative Unit and how it supports the University's mission and strategic plan.
  - b. All achievements related to the endorsed recommendations from the previous cycle.
3. The respective Administrative Unit submits the SSR to the AURC at the beginning of the academic semester that follows the academic year in which the unit receives the notice.

**Article (14)**

**The achievement of the committee's review stage requires the following steps:**

1. The AURC selects the external reviewer to participate in the committee and the review process.

2. Based on the SSR, the AURC identifies the services provided by the Administrative Unit, and its weaknesses and strengths.
3. Meeting with all stakeholders and beneficiaries of the respective unit before preparing the final review and recommendations report.
4. Within a maximum of two weeks from the date of receiving the SSR, the external reviewer shall send his primary report to the committee including his observations and recommendations.
5. While preparing his primary report, the external reviewer may request a site visit to the respective unit. He must be accompanied by the committee's coordinator and a committee member.
6. The AURC holds at least one meeting with the respective unit's director to discuss the SSR's content.
7. The external reviewer sends his final report to the committee after a maximum of five working days from the date of the meeting with the committee and the respective unit's director.
8. The committee prepares the recommendations relevant to the Administrative Unit in light of the final report of the external reviewer.
9. The final review and recommendations report is shared with the Administrative Unit's director and the respective VP before presenting it to the University Council.

#### **Article (15)**

##### **Recommendations are endorsed through the following steps:**

1. The University Council invites both AURC and the respective unit's director to attend a meeting dedicated to discuss the review and recommendations report. The AURC provides a brief presentation during the meeting about the progress in implementing all the endorsed recommendations from the previous cycle.
2. The University Council discusses the AURC's recommendations and endorses some or all of them or request a further review.
3. The Chief Strategy & Development Office notifies directors of respective units and respective VP about the endorsed recommendations related to their units to start implementing them.
4. The respective unit prepares an action plan to implement the endorsed recommendations within a period of no more than six weeks from the date of the notification; the unit is also required to modify its strategic plan during the same period to include action related to implement the endorsed recommendations.
5. In order to review and follow-up on the achievement of the endorsed recommendations, the respective unit sends the following to the Chief Strategy & Development Office:
  - a. An action plan related to the implementation of the endorsed recommendations.
  - b. Amendments of the strategic plan including the implementation procedures.

#### **Article (16)**

**The follow-up stage requires the following steps:**

1. The respective unit shall send a follow-up report to the AURC within a year from the date of the recommendations endorsement detailing the progress in implementing the endorsed recommendations and related procedures taken.
2. The AURC members hold a meeting with the director of the respective Administrative Unit to discuss the progress and the procedures taken in this respect.
3. The AURC send the follow-up report to the University Council for review and endorsement. The University Council may hold meetings with both AURC and the respective unit's director to discuss any challenges or major issues mentioned in the report.
4. The final follow-up report is shared with the respective VP for following-up after the University Council's meeting.

#### **Article (17)**

All concerned authorities, each within its own jurisdiction and responsibility, shall implement this decision. This decision shall come into force as from the date of its issuance.

**Signature of Dr. Hassan Rashed Al-Derham**

**President of Qatar University**