



# Alexandria University Strategy for Quality Assurance and Accreditation.



## Content:

• Preface.....	3
• Alexandria University's History.....	4
• National Reform in Higher Education.....	5
• SWOT Analysis.....	6
▪ Strengths .....	6
▪ Weaknesses.....	8
▪ Opportunities.....	9
▪ Threats .....	10
• Mission.....	11
• Vision.....	11
• Alexandria University Regulating framework.....	12
• General Goals.....	13
• Specific Objectives.....	15
• Action Plan (2006-2010).....	17
• Financial Resources.....	25
• Performance and Achievement Indicators.....	25
• Sustainability.....	27

- **Preface:**

Higher Education(HE) in Egypt is facing challenges arising from the convergent impacts of globalization ,the increasing importance of knowledge as a main driver of growth and the information and communication revolution. The aim of the strategic planning in Higher Education is to set a series of comprehensive plans. These plans, which are based on continuous studies of its points of strengths, weaknesses, opportunities, threats, resources and constraints, are supposed to render the educational institution more effective in reaching its goals. Therefore, the institution has to make assessment activities for its current and future situations. Consequently, it will come up with adequate strategies, policies and different action plans, to achieve in the future the required development and fulfill the demands of the new millennium, for a mark of excellence of education that can cope with these challenges and demands.

- **Historical Review :**

Alexandria University (Farouk1<sup>st</sup>) was inaugurated following a royal decree in August 1942 with six faculties namely: Arts, Law, Engineering ,Science ,Commerce ,Medicine and Agriculture .

It was established in the light of the need for developing more disciplines for higher education with a view towards meeting the needs of the people of Alexandria. Since then, the University has expanded and incorporated many other disciplines until it reached 29 Faculties and Higher Institutes with two branches :

Damanhour (now an independent University with seven Faculties ) and Marsa Matrouh . In addition , it assumed an academic supervision and involvement in Beirut Arab University since its establishment in 1960.

- **National Reform in Higher Education:**

The Egyptian government recognizes the need for improving the quality of university educational standards. It articulated reform strategies at the February 2000 ,

National Conference on Higher Education .The declaration was translated into a Framework of Action with 25 reform initiatives. The government endorsed the following six programs:

1. Quality Assurance and Accreditation Project (QAAP)  
,2004
2. Faculty and Leadership Development Project (FLDP)
3. 3-Information and Communication Technology Project (ICTP)
4. Technical Colleges Project (TCP)
5. Faculties of Education Project(FOEP)
6. Higher Education Enhancement Project Fund ( HEEPF)

- **SWOT Analysis:**

An assessment study was performed comprising the following:

- Awareness campaigns at all University levels to disseminate the culture of strategic planning and quality concepts
- Field visits to University Faculties and High Institutes to collect required data
- Workshops for top management, staff members, administrative employees and students. Questionnaires were provided to probe the participants points of view, suggestions and perceptions of the SWOT analysis regarding the academic educational activities in their respective faculties

The resulting feedback is summarized in the following items:

- **Strengths**

1. Presence of a reasonable number of high caliber human resources among the staff members in both quality and diversity , capable of leading

developmental and improvement activities in the University

2. The adoption by a multidisciplinary group of staff members at University level ,of the concept of implementing quality assurance standards, policies and procedures in improvement of higher education
3. The willingness and the ability of innovation and development especially among the junior staff members
4. A large number of the staff members are acquainted to the latest advances in information technology
5. Attendance of a large number of staff members multidisciplinary international conferences
6. Large number of staff members obtained their PhD. from internationally distinguished academic institutions
7. Large number of staff members are appointed as expert advisory consultants in different distinguished national and international organizations
8. Large number of staff members and graduates have obtained national and international awards

## ▪ Weaknesses

1. Enrolment of large number of students leading to a staff /student ratio not conforming with quality standards
2. The students population does not conform with the actual capacity of the university facilities
3. Inadequate financial funding for high education and scientific research
4. Inadequate learning resources (auditorium, classes, laboratories ,etc ) due to a limited budget
5. Scarcity of facilities for practical training of students
6. Lack of intra-institutional collaborative scientific research plans
7. Increased demand for capacity building of staff members and administrative employees
8. Lack of reliable involvement of external stakeholders in the educational process and needs assessment of the job market
9. Excessive bureaucracy and the large number of administrative committees reduce the ability to reach the required goals



- **Opportunities :**

1. Use of the scientific research to solve the problems of the industrial sector in Alexandria
2. Funding for scientific research through joined projects between the university and international organizations
3. The Egyptian government support of the higher education reform
4. The availability of funds for educational development projects
5. Collaboration of the business and social communities in executing projects and training programs for students ,staff members and employees

## ▪ Threats

1. Lack of interest for education development due to absence of relevant cultural qualities
2. Advent of private universities with adequate facilities capable of providing their graduates with better opportunities in the job market
3. Opened job market with the advent of the GATs agreement (General Agreement on Trade in services)
4. The staff members are compelled to work outside the university, whether within the country or abroad ,in order to supplement their income at the expense of a better quality education
5. Increasing number of staff members with remarkable competence leaving the university in order to join the new private universities
6. Increasing number of staff members on leave of absence or on mission to obtain their PhD. abroad with the intention of not coming back



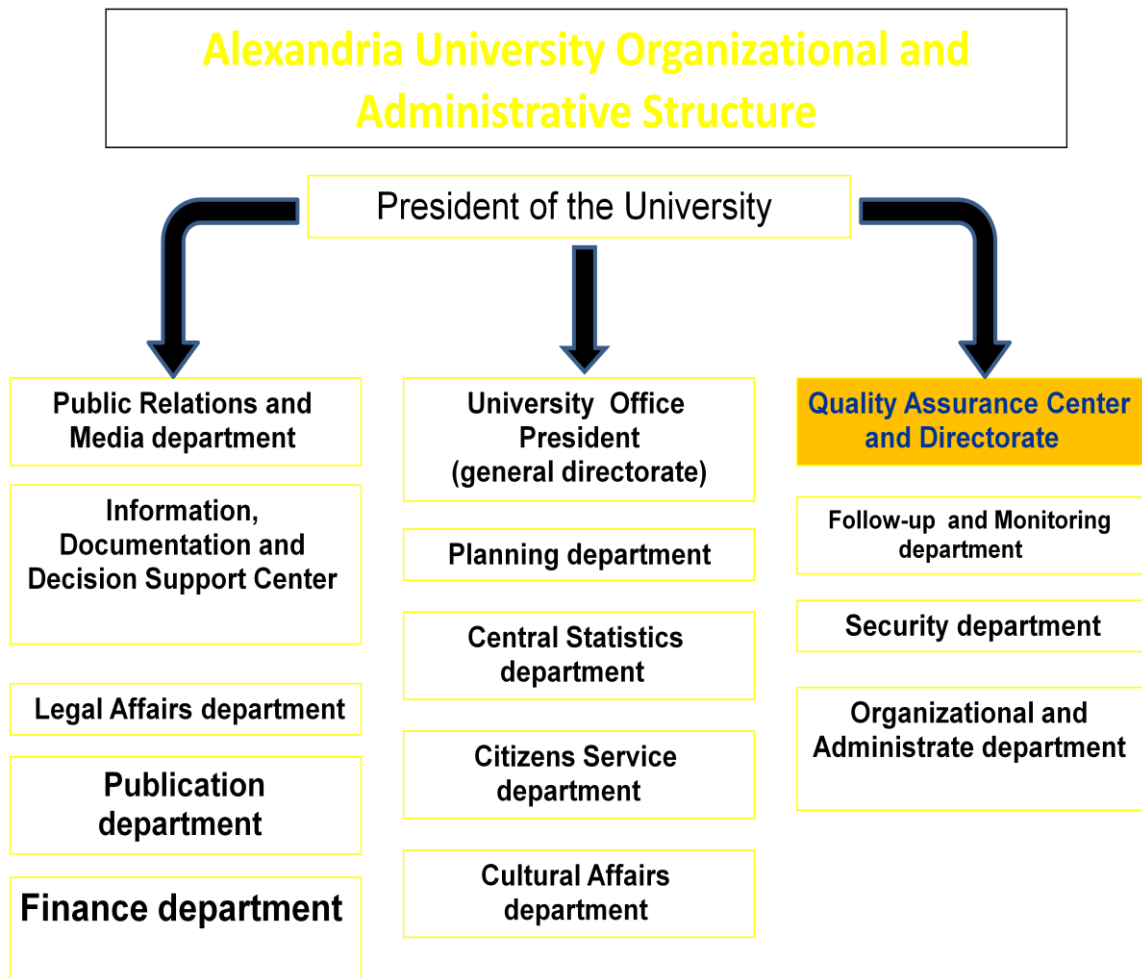
- **Mission :**

To provide an accessible, adaptable and challenging environment to develop graduates and research that meet the needs of its national , regional and international communities . In addition to creation, preservation, transmission and application of knowledge through teaching , research and creative works , its mission is to contribute to the society as well, through the pursuit of education , learning, and research at the highest international levels of excellence.

- **Vision :**

Alexandria University acknowledges that higher education will be challenged to meet the needs of society in the 21st century. It will continue to lead advances in educational and technological innovation, scientific discovery and creative expression by fostering an atmosphere of intellectual excitement and innovation.

- Alexandria University Regulating framework:



- **Plan Aspects :**

1. Quality Assurance system and Accreditation
2. Teaching and Learning ( Programs )
3. Quality improvement ( Training plans )
4. Information technology infrastructure
5. Local community and job market

- **General Goals :**

1. Planning and establishing the framework of a quality assurance system at both institutional and execution levels
2. Assertion of the concepts of quality assurance and accreditation as well as total quality management at all university aspects and levels of activities
3. Determination of the university needs for the proper implementation of a quality assurance system that complies with national and international standards

4. Capacity building of high caliber staff members capable of implementing the quality assurance system and consequently the development of the educational system.
5. Preparation of a graduate with a balanced and comprehensive personality capable of working in a team and having the skills and attitudes required for self-learning in addition to acquired knowledge and technology in a specific field according to well recognized benchmarks
6. Play a leading role in solving problems facing the surrounding society

- **Specific Objectives :**

1. Establishment of a University Quality Assurance center and Faculties Units and defining their job description and duties at all levels
2. Establishment of a continuous quality improvement and development of academic programs
3. Prepare university faculties and high institutes for the acquisition of accreditation
4. Development of staff members and employees required skills by preparation and execution of a comprehensive plan for capacity building at all academic and managerial levels
5. Ensure that the graduates performance meet the society and job market needs, and establishment of a dynamic and continuous feedback system that can remedy any discrepancy , with emphasis on diversity and excellence
6. Provision of additional financial resources through university special units that provide

- 
- services to the community or other funding organizations
7. All faculties strategic plans should be in alignment with the university strategic plan
  8. Establishment of a comprehensive information management system
  9. Ensure the link between the academic research and both service and production sectors in the community
  10. Ensure that applicable research plans comply with community problems
  11. Establish collaboration and participation links between the university and different governmental and non- governmental organizations
  12. Promote the national identity values at different levels of the university



- **Action Plan (2006-2010, Programs and time schedule tables)**

These tables demonstrate the action plan for executing the University Strategic Plan for Quality Assurance :

- 1-Qualifying Faculties and High Institutes for Accreditation
- 2- Assurance of job market satisfaction of graduate quality and community needs
- 3-Capacity building of staff members and employees
- 4-Establishment of a strategic research plan to solve community problems
- 5-Development of a comprehensive management information system
- 6- Provision of financial resources at university and community levels
- 7- Establishment and monitoring improvement of university and faculties strategic plans



## 1. Qualifying Faculties and High Institutes for Accreditation

P	Activity	2006	2007	2008	2009	2010	Financial Resources
1	Monitoring and development of the university strategy						University
2	Monitoring the performance of university quality assurance center			←→		←→	University
3	Standardize the establishment of quality assurance units in all faculties and institutes of the university						QAAP Projects
4	Development of academic reference standards for all academic programs						University
5	Development of academic programs and courses specifications						QAAP Projects
6	Credit hours system implementation at undergraduate and post-graduate levels			←→		→	HEEPF
7	Periodical multidisciplinary training at all staff levels						FLDP
8	Internal audit to monitor and evaluate the performance of quality assurance units			←→			University
9	Development of intra-institutional collaboration between the quality assurance center and units		←			→	University
10	Monitoring of the establishment and implementation of internal quality assurance system in the faculties		←→	←→	←→	←→	University



## 2- Assurance of job market satisfaction of graduate quality and community needs

P	Activity	2006	2007	2008	2009	2010	Financial Resources
1	Development of graduates alumni office and monitoring its performance	←→					University
2	Survey of the domestic and international job market needs	←	→			→	University + Businessmen
3	Development of new academic programs that comply with the progressing job market needs						University
4	Development of summer training programs	←→	←→			→	Enterprises
5	Development of awareness campaigns covering different aspects of job market needs				←→		University + Enterprises
6	Monitoring national, regional and international job opportunities				←	→	University
7	Follow-up and tracing of graduates in the job market				←	→	University + Job-Market



### 3- Capacity building of staff members and employees

P	Activity	2006	2007	2008	2009	2010	Financial Resources
1	Establishment of training units at all university levels						Projects
2	Development of a training needs assessment study at all university level		←→		←→		Projects
3	Development of multidisciplinary action plans for different training programs at all university levels		←			→	FLDP + University
4	Improvement of staff members teaching abilities and skills			←→		←→	FLDP
5	Continuous monitoring and improvement of employees performance			←		→	FLDP + University



#### 4 - Establishment of a strategic research plan to solve community problems

P	Activity	2006	2007	2008	2009	2010	Financial Resources
1	Establishment and improvement of technological and development units	←→					University
2	Determination of multidisciplinary scientific research fields and plans	←→		←→		←→	University
3	Design and execution of an applicable scientific research plan that ensures intra and inter -institutional national, regional and international collaboration and participation		←→				University
4	Capacity building program to develop and improve research skills		←→			←→	University
5	Enhancing the effectiveness of research plans towards solving community problems		←→				University
6	Establishment of a scientific research committee at university level			←→			University
7	Establishment of ethics committee that declares bylaws and code of ethics in scientific research	←→					University

### 5- Development of a comprehensive management information system

P	Activity	2006	2007	2008	2009	2010	Financial Resources
1	Infrastructure improvement	←→					ICTP projects
2	Determination of financial resources and budget allocation for maintenance and updating	←→			←→		University
3	University website improvement	←→	←→				University + ICTP projects
4	Data base	←→					University
5	Capacity building of involved staff members and employees			←→	←→		Management Information System project
6	Monitoring and evaluation of continuous quality performance improvement	←→					University



## 6- Provision of financial resources at university and community levels

P	Activity	2006	2007	2008	2009	2010	Financial Resources
1	Compiling detailed information about the university special units	←→					University
2	Monitoring performance and continuous improvement of these special units	←→					University
3	Collecting information about all research projects and their allocated budget.	←→					University
4	Monitoring performance of university Project Management Unit	←→					University
5	Establishment of a fund raising committee	←→					University
6	Development of a community awareness campaign concerning provided multidisciplinary services						University



## 7- Establishment and monitoring improvement of university and faculties strategic plans

P	Activity	2006	2007	2008	2009	2010	Financial resources
1	Assessment in developing university strategic plan	←→					University
2	Monitoring implementation and improvement of university strategic plan	←→					University
3	Assessment in developing faculties and institutes strategic plan	←→					University + Faculties
4	Monitoring implementation and improvement of faculties and institutes strategic		←→				University + Faculties



- **Financial resources:**

- 1-Ministry of High Education ,Project Management and Development Unit

- 2-Businessmen

- 3-Industrial and Services Organizations

- 4-University special Units

- 5-University fund

- **Performance and Achievement Indicators:**

- 1-Percentage ratio of students and staff members satisfaction concerning the teaching-learning process

- 2-Percentage ratio of employees satisfaction concerning their work in teaching institutes

- 3-Percentage ratio of academic staff members attending courses and training programs

- 4-Average value of studies and projects compared to the number of staff members

- 5-Percentage ratio of faculties which obtained an

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accreditation certificate

6-Average value of minimizing weakness points

7-Average value of students grades improvement

8-Average value of the speed of retrieving information

9-Percentage ratio of availability of staff members

10-Average value of community and organizations  
satisfaction of graduates performance

11-Average increase of offered national and international  
awards

12-Average increase in the fund of development projects

13-Average increase in the fund of projects and university  
funds

14-Average increase in scientific innovations

15-Average increase in the university resources from  
unusual sources

16-Average value of graduates employment

- **Sustainability :**

- This strategic plan has been successfully implemented. In order to plan for Phase 2, an overall assessment and evaluation of Phase 1 was required .Unfortunately, because of the political turmoil in the country and university governance changes , some plans had to be put on hold. Yet, continuous quality performance improvement, internal and external audit to monitor academic and non academic activities, as well as qualifying for accreditation are in process.
- Governance of Egypt’s Higher Education (HE) lies within a network of partners including:
  - Ministry of Higher Education, Ministry of Finance, Ministry of Education, Ministry of Economic Development and the Supreme Council of Universities
  - Ministry of HE has within the reform strategy launched a large number of Quality Assurance Projects till present. Alexandria University has had a good share in submitting approved proposals as show below.

- **National Authority for Quality Assurance and Accreditation of Education (NAQAAE)**

### **Mission**

To ensure quality ,continuous development and efficient performance of Egyptian educational institutions in accordance with their mission statements and declared goals, based on internationally recognized evaluation mechanisms through an independent ,neutral and transparent framework

A standardized **Quality Manual** has been provided by NAQAAE covering all aspects of HE institutional academic activities

The new Quality Assurance System includes:

1. An internal quality assurance system , run by the HE institution itself(Quality Assurance Unit),resulting in an institution annual report describing all quality components in the HE process applied to all academic programs as well as for the institution itself. An internal audit is run as well by the University Quality Assurance Centre.
2. An independent external quality assessment system based on a peer reviewing process ,run by National Quality Assurance and Accreditation Committee.

3. An external quality assessment and accreditation process run by the (NAQAAE) which is mandatory for each HE institution ,and has to be reapplied every five years.

Two Faculties in Alexandria University have been accredited namely:

Faculty of Nursing (2010)

Faculty of Medecine(2011)

- **Quality Assurance Centre**

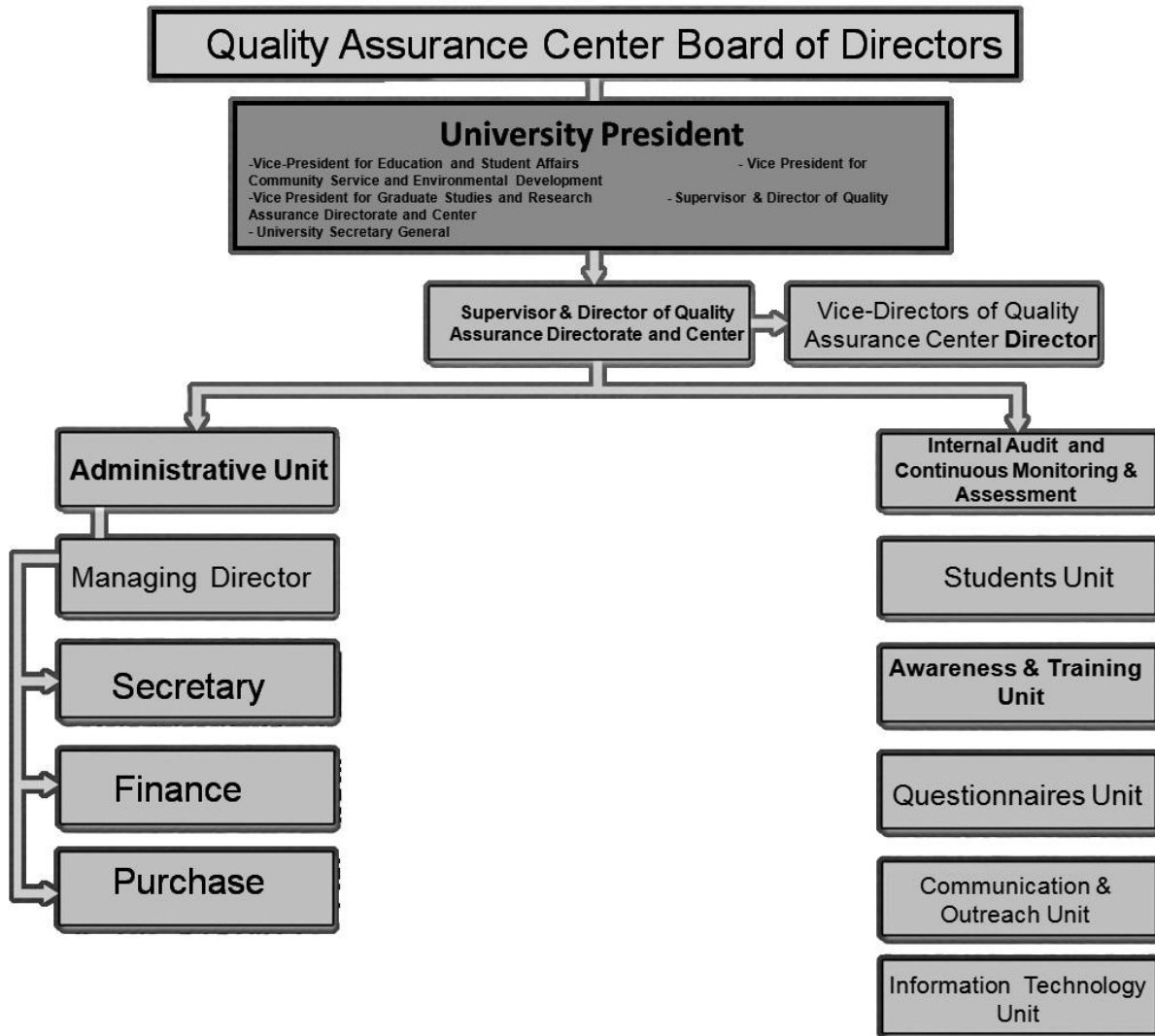
**Mission:**

**Leading the continuous improvement of the Alexandria University academic and administrative performance, while fostering a quality-oriented institutional culture, and preparing the university faculties for accreditation**

**Vision:**

The Quality Assurance Center strives to be the beacon of quality assurance improvement in Alexandria University, and to enable both applied and academic collaborations with its counterpart locally and worldwide

- Center Regulating framework:



- **Functions**

**N.B. the same applies to Faculties' Quality Assurance Units**

The enhancement of the established quality assurance system will ensure that the academic programs at undergraduate and postgraduate levels are relevant and responsive to the needs of learners ,employers and other stakeholders within the context of social , intellectual and economic requirements of societal development. A comprehensive and effective quality assurance and monitoring system is critical in achieving higher education improvement goals.