الجامعة الـخليجية
GULF UNIVERSITY

IMPROVEMENT PLAN

BASED ON QAA International Quality Review Report

Gulf University

IQR Recommendations	Actions Needed	Responsibility	Timeline	Resources	Budget	Evidence of Completion
Ensure processes relevant for quality assurance are all formalised and more fully evidenced to allow for University-wide dissemination and strategic deliberations (ESG Standard 1.1).	Use the term Quality Assurance and Development Framework (Manual) to avoid confusion and inconsistency	Head of Quality Assurance & Measurement Unit	1/12/2024	-	-	QADC Manual
	Review and update Quality Assurance and Development Framework (Manual) with the latest procedures relevant to the framework	Director of QADC, Head of Quality Assurance & Measurement Unit	1/12/2024	-	-	QADC Manual
	Formalize all the quality assurance arrangements in quality related documents	Director of QADC, Head of Quality Assurance & Measurement Unit	1/11/2024	-	-	Quality Assurance related Policies, QADC Manual, ToRs
	Prepare meeting schedule for the items not covered in regular committee meetings	Director of QADC, Coordinator of QADC, Chair of CQAC	25/12/2024	-	-	Activity calendar
	Upload Quality Assurance	IT System	2/12/2024	-	-	Website link

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	and Development Framework (Manual) on the website and make it accessible for all	administrator, Head of Quality Assurance & Measurement Unit				
	Provide open access to all GU policies and procedures	IT System administrator, University Policy Development & Review Committee	20/10/2024	-	-	Website link
Develop formal opportunities for the identification and sharing of good practice to allow for institutional growth (ESG Standard 1.1).	Integrate all accreditation improvement and action plans into a university wide improvement plan for cross cutting recommendations	Head of Planning & Development Unit, Head of Ranking & Accreditation Unit	End of AY 2024-2025	- All program level improvement plans. - University improvement plans. - Accreditation reports.	-	University Improvement Plan document
Strengthen the engagement with students and alumni for quality assurance and governance purposes (ESG Standard 1.1).	Identify ways to engage alumni in Quality Assurance arrangements.	Alumni office, Director of Communication & Community Affairs	2/2/2025	-	250 BD	Alumni annual report, MoMs
	Provide induction to the students who are represented in councils and	Head of SSU	1st week after students'	-	-	SSU annual report

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	committees		council election fall semester 2024-2025			
	Include interviews with students and other stakeholders in the cyclical audit process.	QADC audit team	April 2025	-	-	QADC self-reflection report
	Collect feedback from alumni on quality issues during alumni association meeting.	Alumni office, Director of Communication & Community Affairs	Alumni Association Meeting 2024-25	-	250 BD	Alumni feedback forms and reports
Establish formal procedures for student leaders to be involved in governance frameworks and feedback mechanisms, ensuring an effective system of student partnership in design and approval as well as development of programmes (ESG Standard 1.2).	Provide training for Student Council members to ensure efficient representation and valuable feedback.	Head of SSU, Director of QADC	1st week after students council election 2024-25	-	-	SSU annual report
	Involve students in designing and revising programs and collect valuable input	Deans and HoDs , Chair of College Program Review and Development Committee	April-2025		100 BD	Program Review and Design Documents

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	Add the feedback mechanism of students formally in new program and program review and development procedures	Policy Development & Review Committee	April- 2025	-	-	Updated Program review and development procedures
Develop and implement a framework of reasonable adjustments to ensure a consistently equitable allocation of resources to meet each student's needs (ESG Standard 1.3).	Conduct benchmarking to identify processes that ensures equitable allocation of resources for students' needs	Head of SSU, Head of Quality Assurance & Measurement Unit	May- 2025	Benchmarking Consortium	-	Benchmarking report
	Prepare Disability Procedures to formalize new framework for provision of services for students with special needs.	Head of SSU, Policy Development & Review Committee	May- 2025	-	-	Disability Procedures
	Conduct resource need analysis of special needs students	SSO, Head of SSU	June 2025	-	-	Resource need analysis of special need students
Re-evaluate the plagiarism monitoring mechanisms to ensure a robust process that reinforces academic integrity among both students and staff,	Provide induction to all teaching staff on Plagiarism Procedures to ensure consistence implementation	Director of QADC	October 2024	Policies and Procedures	-	PD annual report
	Conduct ad hoc audits to ensure plagiarism policies and procedures are properly	QADC audit team	April 2025	-	-	Audit Report

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creating a preventive environment (ESG Standard 1.3).	implemented.					
Develop and implement an assessment feedback monitoring policy to ensure ongoing review and maintenance of the quality of assessment feedback provided to students (ESG Standard 1.3).	Conduct benchmarking on *assessment feedback monitoring*	Policy Development & Review Committee	March 2025	-		Benchmarking summary
	Revise Assessment Procedures *to embed ongoing review and maintenance of the quality of assessment feedback*	Policy Development & Review Committee	April 2025	Assessment Procedures	-	Updated Assessment Procedures
	Conduct ad hoc audit by the domain leaders of the assessment samples to check the quality of feedback	Domain Leaders	July 2025	-	-	Audit Report
	Report to the program leader about the *assessment feedback monitoring*	Domain Leaders, Program Leaders	July 2025	-	-	
Ensure that for all programmes that are open for recruitment, comprehensive and detailed programme information is made publicly available (ESG Standard 1.4).	Upload the brochures and admission requirements for all programs on website	IT System administrator, Program Leaders	December 2024	-	-	Website link
	Monitor continuous update of program information on website	Business Continuity Committee	Twice per semester	-	-	Updated information on website https://www.gulfuniversity.edu.bh/programs/
Establish and	Establish a clear line of	Director of	December	-	-	MoMs

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implement a scheme to ensure that student admissions, performance, progression and completion data are discussed fully, and subsequent action taken as appropriate at both local and University levels (ESG Standard 1.4).	reporting cohort data and other figures and formalize the process	QADC, VP Academic Affairs	2024			
	Include cohort analysis as one agenda in Department Council, College Council and University Program Review and Development Committee	Head of Quality Assurance & Measurement Unit, Director of QADC , Deans, HoDs, Chair of PRDC	January 2025		-	Committees MoM
	Monitor the implementation of the action plan based on student cohort data	QADC audit team	-	-	-	Implementation follow up report
Implement training for all teaching staff to ensure consistent quality and effectiveness in their learning, teaching, and assessment practices (ESG Standard 1.5).	Provide training on *effective learning, teaching, and assessment practices for all staff*	Head of Planning and Development Unit	At least once every academic year	Staff Development Budget	4500 BD	PD annual report
Establish a transparent system to oversee and monitor learning resources at the University level with the involvement of all internal stakeholders	Collect feedback from staff and students on learning resources	Head of Library, Performance measurement officer	At least twice per academic year	Surveys	-	Survey results
	Provide recommendations on the learning resources utilization and annual report	University Program Review & Development		-	-	Committee MoMs

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(ESG Standard 1.6).	of library in University Program Review and Development Committee	Committee				
	Provide recommendations on the annual report of SSU discussed in University Quality Assurance Committee	University Quality Assurance Committee	Beginning of each academic year		-	MoM of UQAC
	Monitor the consistent implementation of the Performance Indicator Handbook	QADC audit team, Performance measurement officer	Twice in a year	Data related measurement PI Handbook	-	PI measurement reports
	Audit the status of implementation of the improvement/action plans on learning resources and student services	QADC audit team		-	-	Follow up implementation report
Make more explicit use of data collected and formally include deliberations on data analysis reports with opportunity for effective escalation and systematic consideration (ESG Standard 1.7).	Review PI handbook	VP Academic Affairs, Head of Quality Assurance & Measurement Unit, Performance measurement officer	January 2025	PI handbook	-	Updated PI handbook
	Include a fixed item in the	Head of Quality	February	-	-	MoM of Committees &

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	agenda of relevant committees and councils to discuss the collected data on PIs and audit reports	Assurance & Measurement Unit, Director of QADC, VP Academic Affairs	2025			Councils
	Include improvement actions based on discussion in the relevant department's improvement plans	Deans, HoDs, Heads of Units	June 2025	-	-	Improvement plans
	Monitor the status of improvement plans	QADC audit team	1st Cycle Audit 25-26	-	-	Audit Report
Ensure that all policies and procedures relating to quality processes are publicly available (ESG Standard 1.8).	Provide open access to all policies and procedures related to QA on the website	IT System administrator, QADC coordinator	December 2024	-	-	Updated website with free access to policies and procedures
Ensure that all programme specifications are available on the University website and that the programme specifications are those of the programmes it delivers (ESG Standard 1.8).	Review and update website content regularly	Business Continuity Committee	At least Twice per semester	-	-	Updated website, MoM of Business Continuity Committee
	Upload all the updated program specifications and study plan of the running programs on the website	IT System administrator, Program Leaders	December 2024 and in case of any future updates or new programs approved	Program specifications and study plans	-	Updated website

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Ensure that all students referred to in publicly available documents are fully anonymised (ESG Standard 1.8).	Review all publicly available documents to ensure students names are anonymized.	Head of SSU, Director of Communication & Community Affairs	February 2025	Published documents related to students' data	-	All published documents with students' data
	Edit Communication Procedures to formalize anonymization of student names in public documents including infirmary log.	University Policy Development & Review Committee	March 2025	Benchmarking Consortium	-	Updated Communication Procedures
Promote mechanisms to integrate action and improvement plans from quality assurance activities across the University so as to ensure appropriate oversight and timely implementation progress (ESG Standard 1.10).	Prepare university level improvement plan where improvement actions from department and program level can be integrated at the university level.	Head of Planning and Development Unit	July 2025	Units, departments and colleges improvement plans	-	University level Improvement plan
	Identify actions/areas of improvement for cross dissemination towards other programs	Head of Planning and Development Unit, Head of Quality Assurance & Measurement Unit	December, 2024	External reports on accreditation & program review	-	QADC self -reflection report
	Monitor the implementation of the improvement plan at	HoDs, Deans, Heads of Units	Twice in a year	Improvement plan at	-	Follow up status report

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	program and college level			program and college levels		
	Conduct audit to monitor the status of university wide improvement plan (other than the cyclical audit)	Head of Quality Assurance and Measurement	During Cyclical audits	University wide improvement plans	-	Audit Reports
Develop improved reflective/self-evaluation capacity to respond more effectively to the requirements of external quality assurance bodies (ESG Standard 1.10).	Organize capacity building sessions for all concerned staff on how write self/ critical evaluation reports.	Head Of Planning and Development	May 2025	Staff Development Budget	200 BD	PD Annual report
	Embed external quality assurance standards in internal QA process	Head of Quality Assurance and Measurement, Director of QADC	July 2025	External reference points	-	Updated Internal QA Framework