جامعة الملك فهد للبترول والمعادن

King Fahd University of Petroleum & Minerals

Faculty Handbook

June 2023

Produced by

Deanship of Academic Development

A Message from the President

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.

Muhammad M. Al-Saggaf
President 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 periodic 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 is available on the KFUPM website, where all revised and updated information is provided in a timely manner.

Abdulaziz Alaswad
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 around thirty academic departments offering numerous academic programs towards bachelor's, master's and doctoral degrees, and houses well-equipped research facilities catering to the research and service needs of the Kingdom. The faculty body of the University is growing in size in response in support 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, and to foster the spirit of better education and research,

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 eight 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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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.

In 2019, for the first time in the history of the University, KFUPM opened its doors to female students, accepting its first batch of postgraduate female students In 2021, admissions opened for female students at the undergraduate level as well.

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 Polices 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), other programs may opt for the accreditation by NCAAA (National Commission for Academic Accreditation & evAluation), while KFUPM is accredited institutionally as a whole by NCAAA. ABET accreditation is effective until 2028, the accreditation of the business program is effective until 2023, and NCAAA program and institutional accreditations are valid until 2022 and 2024, respectively.

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 University Board. The concerned organizational units issue internal rules and operating procedures for the day-to-day administration of the University. The President, Vice Presidents, 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. The President of the University is appointed by the Custodian of the Two Holy Mosque, the King, by a Royal Decree.

1.5.1 The University Board

KFUPM has a board chaired by the Minister of Energy while the President serves as the deputy chairman. Membership of the Board includes the Vice Presidents, the Deans, and three external members. The Board is responsible for all university operations. It grants degrees to students, approves academic programs and faculty appointments etc.

1.5.2 The President of the University

The President 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. He also represents the University in contacts with outside organizations. The President is appointed by a Royal Decree for renewable four-year terms and reports to His Excellency the Minister of Energy.

1.6 University Administration

The President is assisted by three Vice Presidents, Standing Committees and Consultants, several academic and administrative Deans, administrative officers, and Councils.

The three Vice Presidents are assisted by Deans, Directors of Centers in the Research Institute, Academic Department Chairs, 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 President of Administration and Finance

The Vice President of Administration and Finance is responsible for overseeing the operational, administrative and financial prosperity of the University, with a goal to meet and exceed the needs of the KFUPM Community.

He is the Chairman of the Committee of Public Events, alongside being a key member of various other standing committees within the University. He is also currently the Vice Chairman of the Board of the Dhahran Techno Valley Company, the Board of the Business Park Complex Company, and the Board of Dhahran Valley Company for Business Services. The Vice President of Administration and Finance is responsible for providing governance for key financial, technical, and administrative functions. He plays a central role in leading a wide range of departments that report to him directly. These departments include Housing and Office Services, Maintenance and Projects, Security, Administrative Affairs, Financial Affairs, Materials, Food Services, Cultural and Recreational Facilities, Medical Center, and Environment, Health and Safety.

1.6.2 The Vice President of Academic Affairs

The Vice President of Academic Affairs is responsible for the academic sector of the University which is comprised of the following units: Colleges (College of Engineering and Physics, College of Computing and Mathematics, College of Chemicals and Materials, College of Petroleum Engineering and Geosciences, College of Design and Built Environment, KFUPM Business School, and College of General Studies), the Deanship of Academic Development, the Deanship of Graduate Studies (recently renamed to College of Graduate and Interdisciplinary Studies), the Deanship of Educational Services, Library Affairs, Entrepreneurship Institute, and Dammam Community College. The Deans of the colleges and the chairmen of departments in the respective colleges report to the Vice President of Academic Affairs.

1.6.3 The Vice President of Research and Innovation

The Vice President of Research & Innovation, overseeing the research and innovation sector of the University, is responsible for the following University units: the Deanship of Research Oversight & Coordination, the Scientific Council, Interdisciplinary Research Centers, Applied Research Centers, Joint Research Centers and the Arabian Journal for

Science and Engineering, and other relevant research centers and units. All deans, directors, and managers of the above units report to the Vice President of Research & Innovation.

1.6.4 Administrative Deans and Offices Assisting the President

The following deans assist the president 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 President 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 2022-23, the University faculty consists of about 1100 highly qualified and experienced multinational professionals.

Currently, the faculty distribution by nationality is: Saudi 33%, American, Australian, British, Canadian and European 19%, others (Middle East, Asia, Far East, Africa, etc.) 48%. The faculty distribution by rank is: Professor 11%, Associate Professor 17%, Assistant Professor 37%, Lecturers 19%, Instructors 4%, Post-Doc Fellowship 6% and

Graduate Assistants 6%. Meanwhile, the faculty distribution by qualifications is: Ph.D. 69%, Master 21%, and Bachelor 10%.

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 2022-2023 is 10,630 (1,497 Preparatory-Year, 7,337 Undergraduate, and 1,796 Graduate Students) including 1,200 females. 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 Chemical and Materials, the College of Computing and Mathematics, the College of Design and Built Environment, the College of Engineering and Physics, the College of General Studies, the College of Petroleum Engineering & Geosciences, and the KFUPM Business School, 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 Chemical and Materials

The College encompasses four departments: Chemistry, Chemical Engineering, Materials Science and Engineering, and Bioengineering. The departments attract some of the best and brightest people to study, with world class professors and researchers, graduate students, and undergraduate students. The programs in the College are carefully designed to produce skillful and enthusiastic scientists and engineers. Our programs are aimed to equip graduates to establish themselves in a huge range of careers including the energy sector, oil and chemical industries, and biotechnologies. Our learning methodology helps our students transform into well-informed, engaged and empowered individuals. Students are encouraged to develop an academic plan that entails studying abroad, internships in their fields of interest, independent research and other extracurricular experiences that complement their learning. The College of Chemical and Materials offers the following degrees:

- **Bioengineering**
  The Bioengineering Department offers B.S. and M.S. in Bioengineering.

- **Chemical Engineering**
  The Chemical Engineering Department offers B.S. M.S. and Ph.D. degrees in Chemical Engineering. In addition, the department also offers special concentration courses under its CX program with courses such as Refining & Petrochemicals, Hydrogen Mobility, Non-Metallic Materials, Process Safety, Renewable Energy & Energy Storage. Professional Master program MX offers M.S. Flow Assurance and M.S. Petrochemical Engineering.

- **Chemistry**
  The Chemistry Department offers B.S. M.S. and Ph.D. programs in Chemistry. In addition, the department also offers a special concentration course, Polymer Science & Technology under its CX program. Professional Master program MX offers M.S. Industrial Catalysis and M.S. Polymer Science & Engineering

- **Materials Science and Engineering**
  The Materials Science and Engineering Department offers B.S. and M.S. in Materials Science and Engineering. In addition, the department also offers a special

concentration course, Materials Engineering under its CX program. Professional Master program MX offers M.S. Materials Science & Engineering.

1.8.2 College of Computing and Mathematics

The College of Computing and Mathematics (formerly, College of Computer Sciences and Engineering) was established in 1986 by a reorganization based on grouping computer-related disciplines together to better serve the development plans of the Kingdom. These disciplines were represented in the College by three departments: Computer Engineering, Information & Computer Science, and Systems Engineering. In 2021, based upon the greater involvement of the mathematics discipline in computing strategies, the college was again reorganized and renamed as the College of Computing and Mathematics (CCM), which now has four departments: Computer Engineering, Information & Computer Science, Industrial & Systems Engineering, and Mathematics. The programs offered in this college prepare students for challenging careers in the fourth industrial revolution (Industry 4.0). A brief overview of the departments of CCM are as follows:

- **Computer Engineering**

  The Computer Engineering Department offers a Bachelor of Science (B.S.) program in Computer Engineering and offers three concentrations: Computer Networks, Cloud Computing, and Internet of Things. The department offers Master of Science (M.S.) programs in Computer Engineering, and in Computer Networks, and a Ph.D. program in Computer Engineering. The department also has three professional Master programs in Computer Networks (CNWs), High Performance and Cloud Computing (HPCC), and Internet of Things and Embedded Systems (IoTES).

- **Information and Computer Science**

  The ICS Department provides two B.S. programs in Computer Science and Software Engineering. In addition, it offers two undergraduate concentrations: Artificial Intelligence & Machine Learning and Cybersecurity & Blockchain. The Department offers two M.S. Programs, one in Computer Science (CS) and the other in Security & Information Assurance (SIA); two professional Masters programs, one in Artificial Intelligence (AI) and, the other in Cybersecurity. Lastly, it offers a Ph.D. Program in Computer Science.

- **Industrial & Systems Engineering**

  The Industrial & Systems Engineering (ISE) Department offers B.S. (with Summer Training/Internship options), M.S. & Ph.D. programs in Industrial and Systems Engineering (ISE). It also offers an undergraduate concentration in "Decision Analytics" and a professional Masters program in Maintenance & Reliability.

- **Mathematics**

  The Mathematics Department offers B.S. Programs in three majors: Mathematics, Statistics, and Actuarial Science and Finance Mathematics; and a Minor in Mathematics. The department offers an M.S. Program in Mathematics and one in Applied Statistics with the option of a thesis or non-thesis. It also offers four Professional Master's programs in Computational Analytics, Data Science & Analytics, Visual Computing, and, Quantitative Finance respectively. It also offers a Ph.D. Program in Mathematics.

The college also hosts an IT infrastructure (CCM IT) which comprises of a separate network domain, a data center, and an IT team both at software level and hardware level. This entity provides IT services and support to faculty and students and also maintains all the computer labs in the college. It also provides the academic software and license administration required for the courses offered in the college. Apart from these, it also serves the specialized computing needs of faculty and graduate students for their research work.

1.8.3 College of Design and Built Environment

The College of Design and Built Environment (previously 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 programs the College is offering are: 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; 3) a Civil and Environmental Engineering Program that emphasizes materials, strength of materials, structural analysis, design and modeling, highway and transportation,

surveying and photogrammetry, hydraulics and hydrology, and environmental engineering; 4) a Construction Engineering Management Program that emphasizes project engineering and construction management, and 5) a City Planning Program that emphasizes city management and planning utilizing information technology. The College comprises the following departments:

- **Architecture**
  The Architecture Department offers B.Arch (Bachelor's degree in Architecture) and M.Sc. degree in Architecture.

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

- **Civil and Environmental Engineering**
  The Civil & Environmental Engineering Department offers B.S., M.S. (with thesis), M.Eng. (Master of Engineering without thesis) and Ph.D. degrees in four option areas: Structures and Civil engineering Materials, Transportation Engineering, Geotechnical Engineering, and Water Resources and Environmental Engineering.

- **Construction Engineering and Management**
  The Construction Engineering and Management Department offers M.Sc. and M. Engg (Master of Engineering) degrees in Construction Engineering & Management, Master in Engineering Management, and Master of Project 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).

1.8.4 College of Engineering and Physics

The programs of the College of Engineering and Physics are designed to meet the challenges of the 21st century through the enhancement of students' preparation for professional careers, life-long learning, and responsible participation as members of society. Emphasis is placed on religious, general, and sociological education to make today's engineer aware of environmental, sociological, and other "human concerns" in addition to safety, aesthetics, economics and the cost of energy in their decision-making.

Clear and precise communication skills, oral and written, are required of the engineers who delivers judgments, plans and decisions. A sound knowledge of engineering and related disciplines is required so that the engineer can work effectively with other engineers, scientists and technicians, in fulfilling engineering assignments. The undergraduate engineering programs in the College are subjected to ABET (Accreditation Board for Engineering and Technology) evaluation process. The engineering 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. degrees in Aerospace Engineering and Applied Aerospace Engineering. In addition, the department offers a M.S. degree in Aerospace Engineering.

- **Control and Instrumentation Engineering**

  The Control and Instrumentation Engineering Department offers a B.S. degree in Control and Instrumentation Engineering (with or without Internship). The department offers M.S., MEG and Ph.D. degrees in Systems and Control Engineering.

- **Electrical Engineering**

  The Electrical Engineering Department offers B.S. degrees in Electrical Engineering and Applied Electrical Engineering. In addition, the department offers the following graduate degrees: M.S. in Electrical Engineering, M.S. in Telecommunications, MEG in Electrical Engineering, MEG in Sustainable and Renewable Energy and Ph.D. in Electrical Engineering.

- **Mechanical Engineering**

  The Mechanical Engineering Department offers a B.S. degree in Mechanical Engineering and Applied Mechanical Engineering. The department also offers M.S. and Ph.D. degrees in Mechanical Engineering.

- **Physics**

  The Physics Department offers a B.S. in Physics. In addition, the department offers M.S. and Ph.D. degrees in Physics.

1.8.5 College of General Studies

The College of General Studies (CGS) 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:

- **English Language Department**

  The English Language Department (ELD) offers courses designed to enhance students' academic reading, writing and formal communication skills in English in order to prepare them for future academic and professional life.

- **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.

- **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.

- **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.

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 the College of Engineering Sciences, the College of Sciences and the KFUPM Research Institute, respectively. The driver for this initiative was 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 as well as MX 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 and Geophysics as well as MX. The programs of the department are accredited by National Commission for Academic Accreditation & Assessment (NCAAA).

1.8.7 KFUPM Business School

Since its inception in 1975, KFUPM Business School (KBS) (formerly known as College of Industrial Management) has been dedicated to providing a world-class business education tailored for professionals and the industry around the region. Over 1300 alumni have walked through its doors, becoming renowned leaders in the society. Central to its core values, the school has a focus on its people, ensuring both students and faculty are always ahead of the curve while programs, pedagogy, 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 which KBS is accredited by since 2002. In 2021, KBS broke the top 150 Global-MBA QS ranking by being ranked 134th in the world.

KBS, through its three main departments: Accounting and Finance (ACFN), Management Information Systems (MIS) and Management and Marketing (MM), offers five undergraduate programs leading to the baccalaureate degrees in Accounting, Finance, Management Information Systems, Management, and Marketing. Also, in collaboration with Assistant Deanship for KBS Graduate Programs, KBS offers a Master of Business Administration (MBA) and an Executive Master of Business Administration (EMBA). In addition, in 2020, KBS introduced a one-year Master (MX) as well as a new undergraduate concentration (CX) in Supply Chain Management. In 2021, the department of Global Studies joined KBS as a fourth department to integrate a global dimension within KBS and its programs. Also, during the same year, KBS introduced two one-year Masters (MX) and two new undergraduate concentrations (CX) in Human Resource Management (HRM) and Business Analytics (BA). Furthermore, in 2023, KBS will accept its first batch in its first research-based program, Master of Science in Business Studies (MSBS); a program designed to boost the research agenda and integrate research into KBS's DNA.

Visit KBS website for more info: kbs.kfupm.edu.sa

The School comprises the following departments:

- **The Accounting & Finance Department (ACFN)**
  Offers two B.S. degrees: one in Accounting and the other in Finance

  The Bachelor of Science in Accounting (ACCT): The Bachelor of Science program in Accounting is offered by the Department of Accounting and Finance. The program is designed to prepare graduates for accounting careers in industry, public accounting, government, not-for-profit organizations or for an academic accounting career.

  The Bachelor of Science in Finance (FIN): The Bachelor of Science program in Finance was launched in 1991. The program was initiated in response to the strong student demand and exponential growth of the financial sector in the Kingdom of Saudi Arabia.

- **Information Systems & Operations Management (ISOM):**

  The Information Systems & Operations Management Department offers the Bachelor of Science in Management Information Systems (MIS): The program covers the essential foundations of information systems design and development to advance areas of analytics and e-commerce.

- **Management & Marketing (MM)**

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

  The Bachelor of Science in Management (MGT): The Bachelor of Science program in Management focuses on the principles, concepts, policies, guidelines and procedures needed for measuring and analyzing management information for effective decision-making, and for implementing and controlling plans for effective and efficient performance at the individual, team and overall organizational levels.

  The Bachelor of Science in Marketing (MKT): The Bachelor of Science program in Marketing program focuses on the principles, concepts, and procedures needed for measuring and analyzing marketing information for effective decision-making, and for implementing and controlling marketing plans for efficient market share growth and ultimate profitability

- **Global Studies (GS)**

  In 2021, the department of Global Studies joined KFUPM Business School in order to bring a global dimension to its programs. Starting with the development of new concentrations (CXs), master's programs, and the re-development of the GS courses, the department seeks to expand and enrich the educational experience of KFUPM engineering, science, and business majors through a global studies curriculum.

1.8.8 Dammam Community College

Dammam Community College (DCC) was established in 2002-2003 and inaugurated by HRH King Abdullah bin Abdul Aziz Al- Saud in July 2004. The college offers three-year Advanced Diploma programs in a variety of fields. The goal of these programs is to develop human capital by providing students with the necessary education and training opportunities that qualify them to participate in the Kingdom's development plans. DCC graduates qualified individuals capable of meeting the needs of various businesses in the

Kingdom of Saudi Arabia. These needs include the requirements to fill mid-level positions with Saudis capable of communicating in both Arabic and English. The college currently offers six Advanced Diploma programs in Accounting, Computer & Information Technology, Human Resource Management, Marketing, Safety Technology, and Supply Chain Management, as well as a preparatory year that focuses on preparing students in English and Mathematics.

1.9 Deanships

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

1.9.1 Deanship of Graduate Studies

The Deanship of Graduate Studies (DGS) (recently renamed to College of Graduate and Interdisciplinary Studies) is an 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 (KFUPM-IT), Deanship of Research Oversight and Coordination, the Research Institute (RI), Centers of Research Excellence and Dhahran Techno-Valley (DTV) for services essential to its instruction and research programs.

The Dean of Graduate Studies has the primary responsibility for the academic direction and administration of the deanship. He is assisted by the Deputy Dean and the Graduate Council.

1.9.2 Deanship of Research Oversight and Coordination

The Deanship of Research Oversight and Coordination (DROC) 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 and has one Assistant Dean. The functional responsibilities of the deanship include research activities such as funded research projects, professional conference attendance, sabbatical leaves, research scholarship programs and research awards. The deanship plans and manages research and other

scholarly activities through the Research Committee. The deanship also manages externally funded research projects, oversees the planning and development of research lab resources with the aim of organizing and maintaining labs to international standards, assures lab safety, helps faculty increase their productivity in research-related tasks by providing training and workshop facilities, and makes current research methods more efficient.

The deanship has two main offices that extend services to all KFUPM research community, the Office of Sponsored Research (OSR) and the Office of Financial and Procurement. The DROC website droc.kfupm.edu.sa contains up-to-date forms, guidelines, rules and regulations. Faculty, researchers and students are urged to visit the website regularly to follow DROC news, announcements and application deadlines and to read more about its research support and services.

The vision of the deanship is to achieve excellence in research that enables KFUPM to be an international leader in innovative and quality research and to advance cutting-edge knowledge and technologies in key areas of significant socio-economic impact.

To establish a conducive and stimulating environment for research and related scholarly activities and to provide continuous support for faculty and researchers to conduct quality research in science, engineering, management and other related fields of significant importance to the Kingdom and worldwide is the mission of deanship.

1.9.3 Deanship of Admissions and Registration

The Deanship of Admissions and Registration is responsible for the admission of high school graduates who have passed the admissions tests to the University, and for all matters pertinent to the undergraduate and graduate registration activities of students including: 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: the Dean's office, the Office of the University Registrar, and the Admissions office.

1.9.4 Deanship of Student Affairs

The Deanship of Student Affairs handles matters pertaining to students, such as student activities, student counseling and advising, student fund, student housing, and religious affairs. The Dean of Student Affairs, which is responsible for all functional activities of the deanship, is assisted by the Assistant Dean, Student Excellence and Success, Assistant Dean for Student Affairs 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 Vice Deanship of Student Affairs for Excellence and Success, General Directorate of Student Affairs, the International Students Unit, Student Activities, Voluntary Work Unit, Sponsorship Program Unit, Religious Affairs Committee in Student Housing and the offices of Student Fund and Student Housing.

1.9.5 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 appropriate and timely 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. The library's extensive collection of print and electronic resources for learning and research is amongst the best in the Gulf Region.

1.9.6 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, Human Resources Strategy & Performance, Human Resources Policy & Rewards, Talent Acquisition, Talent Management, Human Resources Service Center, Human Resources Digital Solutions, Payroll Services, and the KFUPM Office in Houston, Texas, USA.

1.9.7 Deanship of Academic Development

The Deanship of Academic Development assists the University in the continuous improvement of its academic system. The services of the deanship include those targeted towards the university faculty to help them achieve excellence in teaching. The deanship also facilitates the review of the university academic programs and practices to improve quality and the development and documentation of academic policies and procedures. Most of the services and activities of the deanship are carried out through its four centers and one unit: the Academic Assessment Center, the Academic Studies Unit, the Educational Effectiveness & Efficiency Center, the Learning Technology Center, and the Teaching and Learning Center, ,.

1.9.8 Deanship of Educational Services

The Deanship of Educational Services provides the University community with a broad spectrum of short courses that are made available every semester. These courses strengthen the bonds between the University and the community by passing on the latest scientific, technological and business skills and knowledge to interested participants.

The courses and programs offered are carefully chosen and are taught by highly qualified and innovative members of the faculty. Most courses are “open” courses offered to the community at large, but special “closed” courses are also offered to organizations that wish to have their employees taught specific skills and knowledge in a particular field or area.

1.10 Research and Innovation

KFUPM completely overhauled its research and innovation programs and governing structure. The research activities now reflect and emphasize interdisciplinary collaboration across the University research and innovation ecosystem. This is with a primary objective of improving humanity’s wellbeing and addressing national and global challenges by leveraging existing University’s resources. The University’s research transformation is founded in the establishment of Interdisciplinary Research Centers (IRCs) that are specialized in the priorities of strategic importance to the Kingdom.

Research and Innovation has created a strong research base and is recognized for solving critical scientific and technical problems, as well as working on converting knowledge into practice and value. Working in collaboration with the faculty from academic departments and researchers from other research entities, its full-time researchers annually produce hundreds of research reports for industrial and government sponsors.

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 President of Research & Innovation 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 President at the beginning of each academic year. All standing Committees report to the President. 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 broad 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, which consists of two semesters, normally starts in August / September and ends in May / 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. Undergraduate students take the required Summer Training program or part of the Co-op Training during the summer session.

Normally, on the first day of the semester most of the KFUPM students are required to submit registration confirmation for the term through the KFUPM portal. Classes begin on the first day of the semester and last for 15 working weeks followed by the final examinations period. The midterm warning grades submission usually starts in the seventh 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
Human Resources

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, Human Resources Strategy & Performance, Human Resources Policy & Rewards, Talent Acquisition, Talent Management, Human Resources Service Center, Human Resources Digital Solutions, and the Payroll Services, 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, 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 President of the University. He exercises primary responsibility for all matters in the functional area of Human Resources 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 President 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 Human Resources Service Center in obtaining residence visas, visit visas, work permits, and all other official documentation for University employees.
- Conduct legal investigations in coordination with Vice President for Academic Affairs (VPAA) office on critical cases and implement/recommend appropriate disciplinary actions.

2.3 Human Resources Strategy & Performance

The Human Resources Strategy & Performance is responsible for overall planning and strategy of the Deanship of Faculty & Personnel Affairs and Faculty and Staff Performance Evaluations.

2.3.1 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 President 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.

2.4 Talent Acquisition

2.4.1 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 arranges for the ID cards for the newly joined faculty members and processes authorizations to keep them on the University payroll.

2.5 Human Resources Service Center

The Human Resources Service Center 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

2.5.1 Educational Assistance Grant

The Human Resources Service Center 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 Human Resources Service Center to arrange payment directly to the schools concerned provided that they could not be placed in government schools.

2.5.2 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.

2.5.3 Miscellaneous Functions of Human Resources Service Center

In addition to the above, the Human Resources Service Center 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.

2.5.4 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.

2.5.5 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 Human Resources (www.kfupm.edu.sa/fpa).

2.6 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.

2.7 Payroll Services

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 President'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 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 President of Research & Innovation. 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 President'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 President 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 President 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 President 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 President 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 President 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 President 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 President 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 President 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 President'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 President. 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 teaching responsibilities by presenting materials accurately and effectively in accordance with the approved course objectives and course outlines. The faculty member should make every effort to encourage students to learn and perform better, and in this respect shall adopt teaching methods which are highly effective, productive and conducive to learning. Faculty 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 the teacher should act as an intellectual guide,

counselor, advisor and mentor. The teacher 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 teaching-related activities with academic integrity, displaying high academic standards and discipline. In discharging teaching duties, the teacher 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 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 they have

University President'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/her 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.

The advisors will be able to access their list of advisees online through *Registrar Services* tab through the KFUPM portal. In addition, the advisors can also access academic transcripts and degree plans (Analysis of Degree Programs) for each of their advisees along with other academic information through the portal. A student selects his/her 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 register

courses online during the early registration period. The advisor can also review these courses on-line to monitor the student choices. During the registration period, students can make changes to their courses with the approval of their advisor.

It is also the duty of an academic advisor to assist 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 the faculty member 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 subject matter development. Faculty 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. In addition, faculty should work in collaboration with other faculty members in the same 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 the 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 graduate courses are usually scheduled in the evenings 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 through the 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 have not shown 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, 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 the student's unexcused absences exceed 20% of the lecture and laboratory sessions scheduled for the course or if the student's 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, the instructor 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 plan 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 due to changes 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

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 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 the instructor's responsibility to take appropriate action. Based on personal judgment of each particular case, the instructor may 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 President 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 class for investigation and disciplinary action.

4.2.8.11 Mid-term Warning 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 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 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 submission of 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. The instructor 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 the 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. The instructor 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/her teaching and therefore he/she may freely adopt other references to supplement teaching material, which may include his/her own prepared lecture notes.

Where there is no designated textbook, an instructor must rely on his/her own collection of materials and, whenever necessary and appropriate, he/she should distribute the course materials to the students in his/her 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 "*final 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 consent 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, the course grade will be calculated on the basis of class work and other test scores the student 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 the student's 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 arrange for a make-up examination, if the student submits to the instructor, immediately upon return, an approved excuse for the absence which prevented taking the examination.

If a student fails to attend the final examination of a course due to circumstances beyond control, the student 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 a 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 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 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. The instructor should also submit a report containing his/her recommendation to the chairman of the department offering the course. Based on his/her 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 the 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 President 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
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.

The grades of **NP** and **NF/F** are assigned to thesis, dissertation, independent study, directed research, projects, reports, seminars, coop program (course nos 350 or 352), summer training, etc. 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 a 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 **W** in a course is given to a student who officially withdraws from course(s) before the permitted withdrawal deadline. This grade does not affect the student's cumulative or semester GPA.

In the case of a student not being able to complete all requirements of a course in the semester due to exceptional circumstances, 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 the course, the student will be given the final grade. However, if the student fails to complete the work on time, the department council may approve the assigning of IC grade for this course.

A student who desires to drop a course from the academic program may do so with the approval of 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. Dropping of courses thereafter, but before the expiry of the second deadline which is about ten weeks from the beginning of the semester, will be recorded *permanently* with a **W-grade** (in a course(s)), and about fourteen 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/Internship Students

Students registered in the co-op/internship 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 Office of the University Registrar.

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/her 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 Office of the University Registrar 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 Office of the University Registrar 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 the grade received is demonstrably inaccurate, or that the grading was unfair, must promptly discuss the matter with the instructor of the course. If the student and the 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 necessary, by submitting the student's appeal to the college council.

4.2.12 Student Feedback on Teaching

The University, through the Deanship of Academic Development, conducts surveys about all the courses taught in a semester for the Student Feedback on Teaching towards the end of each semester. University has standard survey questionnaires to obtain feedback of students. A survey form is made available to the students taking a course through an online survey system to submit the survey. The results of the student survey become available to the concerned faculty and the academic administration after the submission of the final grades of all university courses in a semester.

A department uses the results of the student feedback on teaching as an indicator in the evaluation of the teaching. Student input also 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 most of the research work is supported either by the deanship or under an interdisciplinary research center or by the department based on materials, equipment and necessities, applied research might carry some incentives.

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 (KFUPM-IT), 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 based on the merit of the submitted proposals. The Deanship of Research Oversight and Coordination oversees the execution of funded research projects conducted by KFUPM faculty.

4.3.2.1 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) per diem support to attend internationally recognized conferences to present papers; (ii) funds for procurement of equipment; (iii) 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.

4.3.2.2 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 designates 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 President of Research and Innovation 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 President-Faculty meeting or (ii) he may be selected and appointed directly by the President 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 President, the Vice Presidents, 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 President of Research and Innovation. 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 President of Research and Innovation.

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 President of Research and Innovation. The internal committee concludes its task with the submission of its evaluation report with recommendations to the Vice President of Research and Innovation.

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 President'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/her 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/she is compensated, loses the 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/her basic salary for each year of service based on his/her basic salary at the time he/she 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/her eligible dependents (spouse 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/her eligible dependents from Dammam to the contract point of origin and back every year at the due time of his/her annual vacation.

One-way tickets are also supplied to the expatriate faculty member and his/her family for final repatriation upon final completion of his/her 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/her 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 KFUPM 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 KFUPM 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. Details about the plans are available in the Deanship of Faculty & Personnel Affairs.

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 SR 25,000 per year.

5.4 Privileges

Privileges are the special advantages that a faculty member enjoys if he/she 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/her 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/she 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 Exploratory Research Grant, Dhahran Techno-Valley Collaborative Grant and Early Career Research Grant, and Proof-of-Concept Research Grant.

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 Oversight and Coordination 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 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/her expertise. The faculty member is also expected to contribute to the published literature in his/her 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.

5.4.3.1 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/her research. The proposal should be submitted to the concerned Department Chairman 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 Oversight and Coordination for review prior to approval. A sabbatical leave report must be submitted to the appropriate chairman 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.

5.4.3.2 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.

5.4.4 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.

5.4.4.1 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/her 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/her sole property.

5.4.4.2 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.

5.4.4.3 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.

5.4.5 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.

5.4.6 Secondment

A faculty member is entitled to a secondment to work in governmental, regional, international, or private sectors in order to enhance his/her practical and managerial background. The secondment is secured after the approval of the President 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/she 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.

5.4.7 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 President 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 President 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 Dean of Faculty & Personnel Affairs 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 President'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/her 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/her 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, the Office of the University Registrar (OUR), and the Admissions office.

The deanship performs many important functions which include, but are not limited to: administering the admissions 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

The Office of the University Registrar (OUR) 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 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 related 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 of 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
- List of Expected to Graduate Students
- List of Graduated Students
- Room Reservations
- Early-Registration/Registration Procedures
- Early-Registration/ Registration Events
- About Registrar Office

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

- Register Classes (Add/Drop)
- Registration Confirmation
- Registration Status
- Student Educational Planner (SEP)
- Academic Transcript
- Degree Audit
- Weekly Schedule

- Detailed Schedule
- Student Midterm/Final Grades
- Advisor Locator
- Notification of Midterm Warning
- Hold Information
- Graduating Student Information Submission
- Request for Dropping of course(s) without permanent record
- Request for Dropping of course(s) with 'W' grade
- Update Addresses and Phones
- Update Email Addresses
- Update Emergency Contacts
- Change of Name
- Change of Mobile
- Undergraduate Students E-Petitions

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

- Teaching Schedule
- Class Rosters
- Midterm Warning Submission
- Final Grade Submission
- 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
- Student Educational Planner (SEP)
- 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

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
- Update Maximum Section Enrollment

Online Web Services for Deans:

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

Online Web Services for Higher Administration:

- Registration Confirmation monitoring
- Midterm warning monitoring for the University

- Grade Submission monitoring for the University
- Course Search

6.2 Deanship of Graduate Studies

The Deanship of Graduate Studies (DGS) (recently renamed to College of Graduate and Interdisciplinary 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 PhD programs in engineering. Graduate education at KFUPM has witnessed an astonishing expansion over a period of three decades.

6.2.1 Objectives

The vision of the DGS 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, and
- Recruiting and retaining prominent graduate students.

The major objectives of the DGS are:

- Enhance the research environment at KFUPM.
- Disseminate knowledge in the society.
- Improve the quality and efficiency of the graduate programs
- Increase diversity in the graduate student body.
- Increase the efficiency of the processes of the Deanship of Graduate Studies.

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 (MSc) and Doctor of Philosophy (PhD); 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 Administration, and System & Control Engineering, to name a few.

The DGS offers graduate programs leading to Master of Science, Masters in the disciplines, Executive Degree Programs, Multidisciplinary Master (MX) and Doctor of Philosophy as listed in the table below:

Degree Programs at KFUPM

Colleges & Majors	Degrees		
	PhD	MSc	MX
College of Chemicals and Materials			
Chemical Engineering	Chemical Engineering	Chemical Engineering	Petrochemical Engineering Flow Assurance
Chemistry	Chemistry	Chemistry	Polymer Science and Engineering Industrial Catalysis
Bioengineering	-	Life Sciences	Bioengineering
Material Science and Engineering	-	Material Science and Engineering	Material Science and Engineering
College of Computing and Mathematics			
Computer Engineering	Computer Engineering	Computer Engineering Computer Networks	High Performance and Cloud Computing Computer Networks Internet of Things and Embedded Systems
Information & Computer Science	Computer Science	Computer Science Software Engineering Security & Info Assurance	Cybersecurity Artificial Intelligence
Industrial & Systems Engineering	Industrial & Systems Engineering	Industrial & Systems Engineering	Maintenance and Reliability
Mathematics	Mathematics	Mathematics Applied Statistics	Data Science and Analytics Computational Analytics Visual computing Quantitative Finance

Colleges & Majors	Degrees		
	PhD	MSc	MX
College of Design and Built Environment			
Architectural Engineering	-	Architectural Engineering	Facilities Management
Architecture	-	Architecture	-
City & Regional Planning	-	City & Regional Planning	Smart and Sustainable Cities
Civil & Environmental Engineering	Civil Engineering	Civil Engineering	Intelligent traffic engineering
Construction Engineering & Management	-	Construction Engineering & mgt	Project Management
College of Engineering and Physics			
Aerospace Engineering	-	Aerospace Engineering	-
Control and Instrumentation Engineering	Systems and Control Engineering	Systems and Control Engineering	Robotics and Autonomous Intelligent Systems Master of Intelligent Process Control
Electrical Engineering	Electrical Engineering	Electrical Engineering Telecommunication Engineering	Sustainable and Renewable Energy Wireless Communication Networks
Mechanical Engineering	Mechanical Engineering	Mechanical Engineering	Water Treatment and Desalination
Physics	Physics	Physics	Quantum Computing Computational Material and Modeling
College of Petroleum Engineering & Geosciences			
Petroleum Engineering	Petroleum Engineering	Petroleum Engineering	Unconventional Hydrocarbon Resources Intelligent Hydrocarbon Field
Geosciences	Geology Geophysics	Geology Geophysics Environmental Sciences	Reservoir Characterization

Colleges & Majors	Degrees		
	PhD	MSc	MX
KFUPM Business School			
Information Systems & Operations Management	-	Business Studies	Supply Chain Management Business Analytics
Accounting & Finance	-	Business Studies	-
Management & Marketing	-	Business Studies	Human Resource Management

6.2.2 The Graduate Council

The Graduate Council is a body serving as the executive committee for the graduate faculty to set policies and processes of graduate education at KFUPM. This Council is charged with advising the Vice President for Academic Affairs, and through him the President 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 Graduate Council consists of the following members;

1. Dean of Graduate Studies (Council Chairman)
2. Dean of Research Oversight and Coordination (Member)
3. Deputy Dean of Graduate Studies (Secretary General)
4. A faculty member from each college offering Graduate Programs.

Duties of the Graduate Council are to;

1. Serve as the executive committee for the graduate faculty and programs.
2. Initiate and implement new Graduate Studies policies, revise existing policies, and act upon any questions affecting those policies.
3. Establish and publish rules governing graduate programs, including the revision and updating of the Graduate Bulletin in accordance with approved policy changes.

4. Evaluate, review and recommend to the University Board proposals for new or revised graduate curricula or programs.
5. Recommend actions regarding graduate students under academic warning.
6. Approve, modify, or reverse actions taken by its committees.
7. Foster the relationship between graduate education and scholarly research.
8. Assist and advise the Dean of Graduate Studies.
9. Participate in grievance procedures and disciplinary matters at the request of the Dean of Graduate Studies.

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 Academics and Auditing*.

The Deputy Dean of Graduate Studies assists the Dean in his responsibilities. The Director of Admission Office manages the admission office and all the affairs related to applicants.

The two main offices that constitute the Deanship of Graduate Studies are the Graduate Admissions Office and the Academics and Auditing Office.

The Graduate Admission Office receives screens and processes applications for admission to Master's and PhD 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 Vice President for Academic Affairs.

The Academics and Auditing Office takes care of all of the processes related to students and their studies 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, degree auditing, graduation clearance, etc.)

6.2.4 Faculty Interaction with the Deanship

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

- **Department Graduate Coordinator**: The 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**: The 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 MSc students and by mid of third semester for PhD 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.
- **Member of the Graduate Council**

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/deanships/dgs/.

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 362,640 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 more than 200 full-text and bibliographic online databases (providing access to more than 99,100 full-text journals) and over 546,000 electronic books through various aggregator databases. The SmartSearch Discovery Service and Sierra 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 16,000 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 (both online and on DVD), theses and dissertations, technical reports, large reference sets, and multimedia. It coordinates with academic colleges and departments for the review of new list of books received from the publishers and for future needs of scholarly materials of the academic departments to acquire them. 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. Notifying new books to the requestors. Both print and non-print materials are obtained through firm orders as well as standing orders. Apart from above, a new service is shifted from Deanship of Graduate Studies to the Deanship of Library Affairs, which is reviewing thesis, uploading soft copies to UMI portal. This service was shifted on a temporary basis but for last more than 12 years library is taking care of it.

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, 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 other users.

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.

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 Sierra. 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 though 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 for new faculty, students, and staff.
Request a Purchase	A request for the library to 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	– For searching KFUPM library holdings, the library management system "Sierra" 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 8:00/10:00 PM., Friday 2:00 PM to 8:00 PM.; Saturday 9:00 to 3:00 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.

6.3.4 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 Student Affairs

The Deanship of Student Affairs deals with all issues concerning students and helps them from the joining date until graduation. According to its administrative structure, the Deanship consists of one main Assistant Deanships: Student Excellence & Success, and some of units and departments of the Deanship include: the General Directorate of Student Affairs, Student Housing Department, Student Activities Department, Student Fund, Counseling and Advising Center (CAAC), Part-Time Jobs Unit, International Student Unit, Student Information Systems Office, and Religious Affairs Committee in Student Housing.

6.4.1 General Directorate of Student Affairs

The Deanship of Student Affairs is always concerned about the well-being of students and to give them full support and care from the day students join the university to the day they graduate. The General Directorate of Student Affairs plays a vital and continuous role in providing this care through the facilitation of the tasks of students in the University. The directorate provides the following services for students: issuing university ID's, issuing identification certificates, issuing official medical excuses, coordinating student monthly stipend, keeping student records and documents, contacting parents (when appropriate), clearance certificates, and replying to all student inquires and directing the students to the appropriate parties.

The General Directorate of Student Affairs spreads awareness among the students about the University's rule & regulations and encourages the students to avoid violating them. The Student Records division keeps the student documents and transactions in good order and regularly updates the many regulations and instructions pertaining to the deanship.

6.4.2 International Students Unit

The University gives scholarships to hundreds of international graduate and undergraduate students. The unit is concerned about services and procedures related to international students such as visa issues, annual tickets, vacation, etc.

6.4.3 Student Housing Department

To support KFUPM students' academic achievements, the University pays special attention to student accommodation. The Student Housing Department provides the requisite services and facilities for students on the university campus. The University aims to provide an accommodation environment that supports students in their studies and promotes their social communication. The student housing comprises modern buildings with about 4000 furnished rooms that can accommodate up to 8000 students. The students are received by the deanship or any other rules or regulations. living on campus enjoy many services including internet and phone services in each room, transportation to and from academic buildings, maintenance, hygiene, recreation facilities, car parking, and general services such as food supplies, student services, restaurants, and cafes. Moreover, students can enjoy and participate in several cultural, social, and sports activities organized by the students' clubs.

The student housing department uses an effective electronic system to manage student accommodation whereby students can submit their applications and execute a number of housing services electronically. In addition, they are kept well-informed about available lists of housing, and they can register in the lists announced by the Housing Department.

6.4.4 Student Activities Department

The primary objective that lies behind the attention paid to student activities is to provide a healthy and active atmosphere that enables each student to practice his hobbies, activities and suitable recreational preferences after the daily efforts exerted in studying. Students play the main role in planning all extracurricular activities that are coordinated and executed through student clubs, supervised by the Deanship of Student Affairs. The Department of Student Activities aims to help students to form a well-balanced personality and to invest their time in meaningful and fruitful programs to enhance their talents and abilities. Students also receive training in leadership, loyalty and in how to bear responsibility; brotherly ties among students are strengthened, and a spirit of cooperation and harmony is fostered among students and between students and their instructors. The department also provides opportunities for students to get to know some of the administrative and social aspects.

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 student clubs. The activities of student clubs focus on establishing training courses, scientific visits, scientific competitions, lectures, exhibitions, excursions, cultural competitions, art, literary programs, scouting, sports activities, receiving school delegations, and representing the University in many forums in the Kingdom and internationally. There are allocated offices and halls for club members.

6.4.5 Voluntary Work Unit

The university perceives the importance of volunteering and community services as an ethical, religious and national value. The university launched Voluntary Work Unit in April 2009 as a pioneer unit which promotes the concept voluntary work and to enhance the skills of cooperation and teamwork as a part of the academic experience model. The annual volunteering day is the biggest voluntary event organized every year.

6.4.6 Sponsorship Program Unit

Major national and international companies and government agencies provide scholarship opportunities for high achieving students of the University. This unit coordinates with different divisions of the University to provide the necessary support to such companies and agencies to announce their scholarship opportunities to all students and also to help them in identifying eligible and qualified students. The Scholarship Program Unit honors the signed agreement between the sponsoring agency and the student, delivers official documents and graduation certificates, and provides the necessary information to the concerned officials of the sponsoring agencies which include the academic status and progress of the student and the delivery of official documents and graduation certificates.

6.4.7 Assistant Dean for Student Excellence and Success

In pursuit to integrate all the student services provided by the various sectors of the university, Assistant Deanship for Center of Academic Advising and Counseling (CAAC)

and Student Success Center (SSC) have been merged as The Assistant Deanship of Student Affairs for Excellence and Success (SES).

SES main objective is to consolidate all the activities provided by the various sectors of the university and work to provide all possible opportunities to develop students academically, skillfully, and activating the role of counseling and guidance.

SES reports to the Dean of Student Affairs. It consists of six main units and offices whose roles and responsibilities are presented below.

6.4.7.1 Learning Support Unit

LSU is concerned with low achieving students, and designs programs for the betterment of their academic success. These programs include:

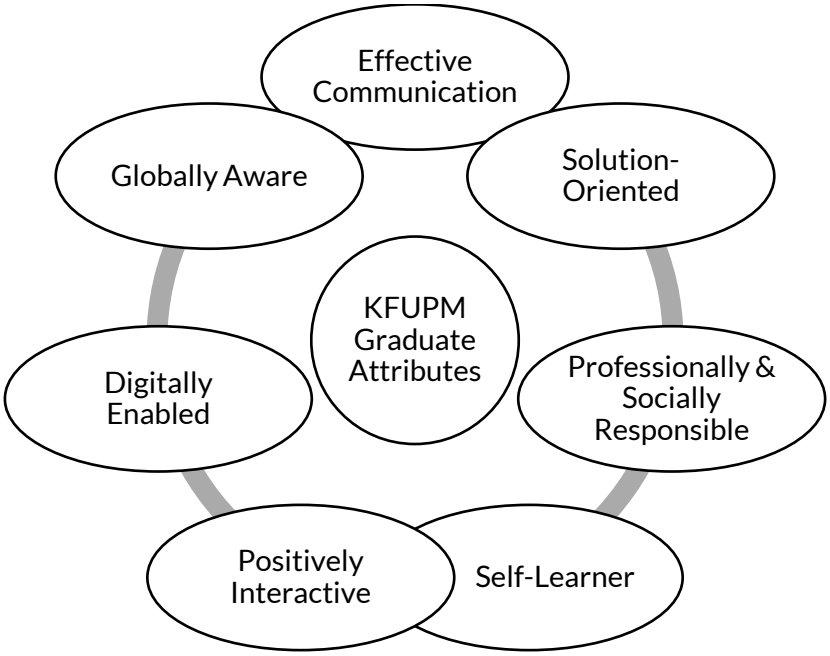
- **Evening help sessions program**: where the best teachers are selected (according to the results of student evaluation) to provide evening help sessions for students with grades below the average in exams. These sessions are of interactive style (not regular lecturing).
- **Peer assistance program**: 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. These outstanding students get monthly stipends through the part-time job program of the Deanship of Student Affairs.

6.4.7.2 Skills and Leadership Unit (SLU)

SLU aims to oversee 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 offers courses and lectures in order to train students on soft skills through several programs such as the Learn a Skill Program, the Earn a Competency Program and the Young Coach Program, in addition to the specialized short courses program through which training courses are provided in the unit.

Through these programs, SLU seeks to serve KFUPM Graduate Attributes which are:



6.4.7.3 Unit of Academic Advising Development

This unit was established to improve the practice of academic advising at KFUPM based on international best practices. The main tasks of the unit are:

- Spread awareness of the importance of academic advising among both faculty and students.
- Organize experience-sharing sessions for faculty.
- Participate in the orientation week for the newly admitted students.
- Prepare and periodically revise the academic advising handbook and syllabus.
- Develop and maintain an academic advising platform to facilitate tracking student performance.
- Run and supervise the Irshad platform (https://irshad.kfupm.edu.sa/), which is the main portal for psychological, social, and academic assistance.

6.4.7.4 Undergraduate Research Office (URO)

The Undergraduate Research Office was established to enhance undergraduate students' involvement in research.

URO main tasks and activities are:

- Train on research skills for undergraduate students.
- Train on mentoring undergraduate researchers for faculty.

- Support undergraduate students to participate in national, regional and international scientific events (conferences, symposia, competitions, professional meetings, ……etc.) to publicize their achievements in the field of research, share and exchange innovative ideas.
- Construct database of undergraduate students willing to participate in scientific research
- Construct database of faculty members who are willing to supervise and mentor undergraduate researchers.
- Develop more undergraduate research courses.
- Avail summer training as research internship with leading universities.
- Involvement of undergraduate students in research projects. Students can apply for the Undergraduate Students Research Grant (USRG) sponsored by the Deanship of Research Oversight and Coordination.
- Discovering and encouraging scientific talents and enriching the spirit of academic competition among university students through coordinating and organizing many different in-house competitions

6.4.7.5 Counseling Unit

In order to ensure that counseling services meet the growing needs of the student population, KFUPM operates a counseling unit, which provides necessary academic, psychological, social, and financial counseling to students. The unit represents a cornerstone of the University's commitment to provide high-quality services for both 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. All counseling services are automated through the Irshad platform https://irshad.kfupm.edu.sa/.

6.4.7.6 Part-Time Work for Students

The Part-Time unit is responsible of managing in-campus part-time opportunities. The part-time job program is 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.
- Help students financially.
- Fill the needs of academic, research, and administrative departments and centers.

6.4.8 The Students Fund

The Student Fund, established in 1406 H / 1986 by a decision of the University Council, is considered to be one of the most important elements of the Deanship of Student Affairs as it is directly connected with the student and his financial needs.

The Student Fund performs various tasks including the financial assistance for students through subsidy and loans, as well as provides incentives for honor students. One of the vital tasks of the Student Fund is to support the students' activities through Student Clubs. The Student Fund also contributes to cooperative projects that may benefit the students.

The Student Fund council management includes the Dean of Student Affairs (President), the Assistant Dean for Student Excellence and Success (Vice President), the Director General for the Student Fund (member), the Financial Controller (member), three faculty members (members), and three students (members).

6.4.9 Student Information Systems Office

Office of Student Information Systems works to improve the current systems and implement new systems for the non-automated processes. It coordinates with related partied, especially Information Technology (KFUPM-IT). In addition, the office helps on solving the technical issues in the deanship and deals with the design works.

6.4.10 Religious Affairs Committee in Student Housing

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

- Sport competitions 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 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 President for Academic Affairs. The mission of DAD is to assist the University in continuously improving its academic system by enabling faculty members to reach their ambitions in teaching, and support the University in enhancing its academic programs, facilities and processes to the highest quality standards.

6.5.1 Objectives

The DAD's objectives address several aspects and factors that influence the academic process at KFUPM, as detailed below.

6.5.1.1 Excellence in Teaching

DAD uses different approaches of enabling best pedagogical and assessment practices for enhancing teaching effectiveness. These approaches include organizing workshops, seminars and forums of experience sharing to enable faculty members to become more competent teachers. The DAD trains faculty members to work as teaching consultants for assisting their colleagues by conducting classroom observations, providing their feedback and observations and advice for improvement.

6.5.1.2 Excellence in Learning Technologies

DAD supports and prompts the use of latest and most proven instructional technologies. Support is provided in the development of interactive web-based material that may supplement the traditional courses. Training workshops are regularly offered on using online tools and classroom technologies.

6.5.1.3 Effective Processes and Regulations

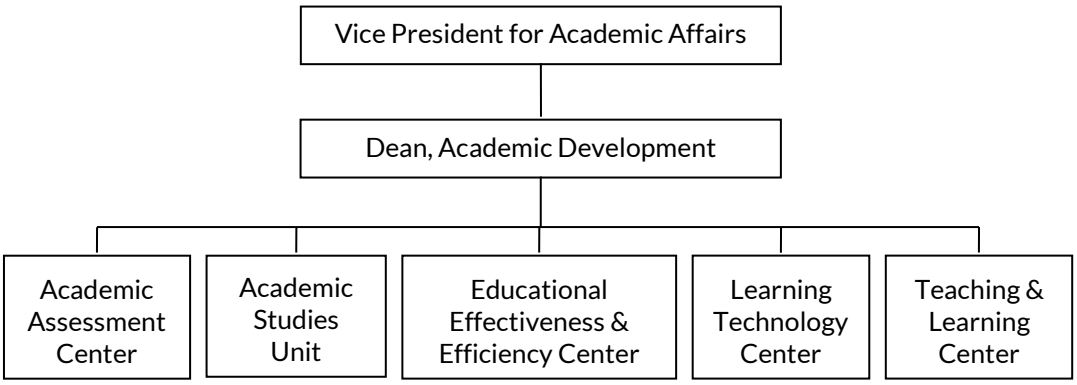
DAD makes efforts to enhance the effectiveness of academic processes and regulations. An important element of this effort is mapping and monitoring the educational processes of the university. DAD also promotes the framing and articulations of academic processes and for this purpose supports the development and documentation of academic policies and procedures.

6.5.1.4 Quality Assurance

DAD is the guardian of academic quality of the University. It ensures that the University and its academic programs are adopting the best practices as per the national/international standards through rigorous self-assessment and accreditation processes. DAD strives to provide and document clear and accurate quality assurance criteria in order to assist in the evaluation and the enhancement of students' experience.

6.5.2 The Centers of the Deanship of Academic Development

Deanship of Academic Development is organized on the following structure:



The details about the centers and a unit working under the deanship are as follows.

6.5.2.1 Academic Assessment Center

The continuous self-assessment of the University as an institution and its academic programs is the key for the quality assurance at KFUPM. The aim of assessment is to understand how policies, processes, and operations support student learning experience. It focuses on the performance at the University level and the program level rather than on individual students. It provides information on whether the University

and its programs provide 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 Academic 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 training and support for the University and its academic programs to facilitate and coordinate their efforts towards the following objectives:

- Improve and maintain the highest academic standards at KFUPM
- Enhance students' learning experiences
- Provide feedback for quality assurance of academic programs
- Follow-up on the implementation of recommended actions for improvement from self-assessment findings
- Prepare the University and its academic programs for national/international accreditation

6.5.2.2 Academic Studies Unit

The purpose of the unit is to support the Deanship with the studies related to the scope of programs and activities of the deanship. The studies include those requested by the higher administration, which are often about the review of well-recognized practices around the world related to an academic issue. The unit also reviews the current literature and reports about new trends in the development of higher education. The unit administers every semester the process of Student Feedback on Teaching and the Midterm Student Feedback service.

6.5.2.3 Educational Effectiveness & Efficiency Center

The Educational Effectiveness & Efficiency Center (EEEC) is established, under the Deanship of Academic Development, in the year 2016, with the purpose of mapping and monitoring the educational processes of the university. The center works with academic departments to develop existing and new academic policies, procedures and/or guidelines. Processes are institutionalized to identify educational risks in conforming to such policies and procedures. EEEC has also developed strategies to document and update academic policies and procedures. The services of the previous Testing and

Evaluation Center of promoting and developing best practices in academic testing and evaluation have also been delegated to the EEEC.

6.5.2.4 Learning Technology Center

The Learning Technology Center assists the university community in taking advantage of the potential of technology for enhancing teaching and learning. The center promotes self-paced learner-centered education through the development and delivery of quality web-based and video-based online courses. The center, through DAD, awards grants to the faculty members for the development of some KFUPM courses as comprehensive online courses and video online courses. The center also organizes a range of events on the use of technology in instruction where international, national and local experts participate in conducting workshops, discussion forums and seminars. Services of the center include managing and administering Blackboard Learning Management System (LMS) in coordination with Information Technology (KFUPM-IT) and some essential tools for working with LMS, such as Respondus and Turnitin. The Learning Technology Center has a 'Textbook Unit' that is working with the Bookstore department to improve the current textbook utilization process and propose ideas to gradually shift to digitization.

6.5.2.5 Teaching and Learning Center

King Fahd University of petroleum & Minerals (KFUPM) belief that every individual at KFUPM has a right to experience personal growth and development through enriched academic opportunities. The purpose for establishing the Teaching & Learning Centre(TLC) at the year 2003, as one of the centers of the Deanship of Academic Development (DAD), is to provide such experience by promoting excellence in teaching at all ranks and excellence in student learning inside and outside the classroom. The TLC activities include developmental programs and services. Programs include faculty development, junior faculty development and graduate students development programs. Services include peer consulting in teaching and class video recording. The center also organizes activities for the University administration (department chairmen, deans, etc.) to improve their administrative and leadership skills.

6.6 Deanship of Educational Services

The Deanship of Educational Services manages the University's continuing education program. The invitation to submit short course proposals are extended during both the first and second semester to accommodate faculty members who wish to offer their courses without compromising their academic teaching schedules and other university commitments. All faculty members are encouraged to propose a short course related to their field of expertise. The proposed short course should:

- Enhance the professional qualification and skills of the participants;
- Address and issue of interest in industry and /or business in the Kingdom.
- Present unique and advanced innovation and latest technology applicable in the Kingdom.
- Carefully select the schedules of their proposed courses to prevent any future postponement and cancelation.

The following are deadlines for the submission of short course proposals:

- Deadline for the Submission of Short Courses during 1st Semester – September 30th.
- Deadline for the Submission of Short Courses during 2nd Semester - November 30th.

A faculty member can participate in a short course as an instructor or as a coordinator. Normally a faculty member who proposes a short course also works as the course coordinator. Depending on their expertise and interests, the coordinator selects a team of instructors who are subject matter experts.

The University feels strongly about encouraging high quality short courses. Therefore, during each academic year, the Deanship of Educational Services recognizes the best short course offered.

6.7 Entrepreneurship Institute (EI)

The Entrepreneurship Institute (EI) started as a business incubator in 2011. In 2014 it was recognized as an institute with three main centers: Business Incubation, Entrepreneurship Education, and Entrepreneurship Studies. EI has been a top-notch

institute in entrepreneurship for the past ten years. It has many initiatives, and various programs and services. More than 13% of its incubated start-ups have reached the market, generating sales in millions SAR, while providing hundreds of full time and part-time jobs. In addition, EI graduates are well-known for their entrepreneurial skills and entrepreneurial leadership competencies, and serve as great innovators to their organizations. The EI has managed to raise funding of over SAR 21.3 Million to support its initiatives and operations. Such funds are generous donations and sponsorship from individuals and large corporations such as SABIC, THIQAH and Saudi Aramco.

The KFUPM Entrepreneurship Institute has been recognized as the leading entrepreneurial institute in the Kingdom of Saudi Arabia and has garnered the following additional accolades:

- It was recognized in 2017 from Monshaa't as the best University in the Kingdom that Supports Entrepreneurship and SMEs, Biban Forum & Exhibition.
- Ranked number 1 in the Saudi University Entrepreneurship maturity and interaction in a report by Oceanx-Riyadh, an independent consultant, about Saudi Universities Entrepreneurial Ecosystems, March 2020
- Ranked the top licensed business incubator in the Kingdom according to Monshaa't's Incubators Platforms Assessment for the year 2020, which was performed by PwC. In terms of all KSA licensed Business Incubators, the incubators performance overview of 2020, which was based on three main dimensions (percentile, best practice and maturity), has indicated the following key observations:
- Incubators Percentile: KFUPM EI scores highly across all assessed categories indicating the 100th percentile and ranks as the top program in KSA, well above the average.
- Incubators Best Practice: KFUPM EI demonstrates the highest performance amongst incubators in KSA, well above the average which is 3.12.
- Incubators Maturity: KFUPM EI is the highest scoring incubator in KSA. Although the platform is relatively new, the scores demonstrate an incubator that is fully mature, highly involved, has significant interventions applied over the long term and abilities to join the ranks of global role models with enabling incentives.

6.7.1 Business Incubation Center

The Business Incubation Center at KFUPM supports university entrepreneurs through resources to support the launching of start-up companies. Business incubators (or sometimes called Innovation Centers) are programs designed to support the successful development of entrepreneurial companies through providing an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through our network of partners.

6.7.2 Entrepreneurship Education Center

The KFUPM Entrepreneurship Education Center offers several workshops on Entrepreneurship Education. It intends to develop the entrepreneurial mindset, skills and attributes to enable the students, faculty and entrepreneurs to identify business opportunities. The Entrepreneurial Emerging Leaders Acceleration (EELA) Program is offered every semester in the format of a Boot Camp. The EEL Program has 10 modules: Act-Build-Learn, Create Entrepreneurs, Innovation Driven Entrepreneurship, Business Structure, Entrepreneurial Marketing, Entrepreneurial Accounting, Entrepreneurial Finance, Business Plan, and Entrepreneurial Leadership Workshop.

6.7.3 Entrepreneurship Studies Center

The Entrepreneurship Studies Center aims to enhance and accelerate the growth of an entrepreneurial mindset at KFUPM. The Center conducts a number of surveys aimed at evaluating the level of entrepreneurial and business propensity among KFUPM faculty and student and explores their perceptions towards entrepreneurship. The Center also conducts research studies to assist advancing and improving programs and providing case studies for aspiring entrepreneurs to learn more about the challenges and opportunities of entrepreneurship. The Center conducts an annual Entrepreneurship Forum which explores current issues characterizing academic entrepreneurship.

6.8 Information Technology

The Information Technology (KFUPM-IT) is the primary organizational unit responsible about the computing and communications facilities at KFUPM. It provides computing and communications support for education, research, and administration at the

University. KFUPM-IT also provides services to some government and industrial agencies.

6.8.1 KFUPM-IT Mission and Strategic Goals

The KFUPM-IT mission is "To provide excellent IT services that foster productive education, research, community service, and administrative activities at KFUPM through competent staff, effective processes, and state-of-the-art systems."

The KFUPM-IT strategic goals are as follows:

- Provide systems and applications that are secure, reliable, integrated, and easy to use, and that enable the work of our faculty, staff, and students.
- Provide consistent, responsive, best-in-class services and support.
- Deliver accurate, timely, and useful information to support decision-making.
- Continuously improve our clients' satisfaction with University IT applications, systems, and services.

6.8.2 Faculty Services

KFUPM-IT provides a number of academic, business and IT services which can be accessed by logging into portal.kfupm.edu.sa. An alphabetical listing of all IT services is available in the Service Catalog at the KFUPM-IT website.

6.8.3 IT Support and Technical Services

User Support: An Enterprise Service Desk (edesk.kfupm.edu.sa) is hosted by the KFUPM-IT to answer user queries which operates during office hours. This site is a fully compliant IT Service Management system with a self-service portal for users to submit and track hardware and software resources and technical support requests. The KFUPM-IT e-Desk offers extensive facilities for users to request hardware and software assistance, track service desk requests, access IT knowledgebase and order a new or replacement IT equipment using the online service catalogue. The KFUPM-IT online e-Desk is the single point of contact for all IT Services. For additional KFUPM-IT help and services, contact details are as follows: Phone: 860-3111, Location: Building 14 Room 136, email: ictc.help@kfupm.edu.sa.

University Network: Computing Networking facilities at KFUPM have seen an exponential growth and presently support a fiber backbone serving more than 20,000 Gigabit-Ethernet switched network points. All faculty offices, classrooms, computer labs and student dormitories are connected to the network. Wireless LAN connectivity is also available in all the student dorms, academic and administration buildings. The university enterprise network provides Intranet and Internet services to students, faculty and staff and covers other essential services such as IP Telephony, Time & Attendance, Fire Alarm, and IP Surveillance Systems.

Internet and E-Mail: All faculty and students at KFUPM are provided with Internet, email, portal academic and e-business services. A faculty member or student needs a login ID and password for these services, which is created by the KFUPM-IT upon joining the university. The use of these services is expected to be in compliance with the applicable rules and regulations of the university. Faculty members can also post their course content and create personal web pages. Such services can be obtained by contacting the KFUPM-IT e-Desk.

Business Intelligence: Business Intelligence comprises of technologies and processes that transform raw data into meaningful information that can support data-driven decision-making. The KFUPM-IT Enterprise BI platform (using IBM Cognos) supports advanced reporting, dashboards, data discovery, and analytics. Examples of faculty-related BI services include reports for faculty self and student evaluations, preparatory year student attendance and grades etc. These dashboards and reports can be accessed by logging into portal.kfupm.edu.sa.

Office Online: Office Online is a special Microsoft Office Package for KFUPM Faculty and Staff. This facility allows the faculty to access all office documents with latest browsers using computers, tablets and mobile devices to create, edit, and share their documents. It has a simple interface and can be accessed at office.kfupm.edu.sa.

Self-Service Password Manager: The KFUPM-IT Self-service Password Manager allows users changing or resetting their password at any time. For enhanced security, the system sends a verification code either to be received on a mobile device or e-mail as provided to the system (password.kfupm.edu.sa).

Telephone Services: KFUPM faculty members are provided with a telephone handset in their offices that connects through the KFUPM network. Saudi Telecommunication Company (STC) maintains the Fiber-to-the-Home (FTTH) network in all faculty residences. Faculty members residing in campus can subscribe to STC to avail network and telephone services.

Web VPN: KFUPM web applications including e-Business, portal, library and BI can be directly accessed through the web VPN service from inside or outside KFUPM campus including faculty housing using any external Internet connection by opening the web link vpn.kfupm.edu.sa and using the KFUPM Internet username and password.

E-mail Subscription: KFUPM faculty members can subscribe to specific KFUPM e-mail lists to receive information about latest happenings, news, events, announcements, and knowledge sharing. They can also unsubscribe to specific e-mails of choice or further choose to subscribe additional e-mails as per their interest or requirement.

6.8.4 Support for Teaching

Banner: Banner is a comprehensive computer information system that contains information on courses, students, faculty, staff, and alumni. Components of the Banner system include student, financial aid and alumni. Banner can be accessed through web using portal.kfupm.edu.sa.

Smart Classrooms: The Smart Classroom Unit provides technology-enhanced learning spaces at KFUPM campus for teaching and learning by integrating learning technology, such as computers, specialized software, assistive listening devices, networking, and audio/visual capabilities.

General-Purpose PC Laboratories: KFUPM-IT 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 KFUPM-IT website.

University Laptop Program: KFUPM-IT implemented a major component of the strategic University plan by distributing modern laptop and computers to all faculty members. This helps in improving the academic programs and enhances eLearning

technologies inside classrooms and elsewhere to deploy effective teaching methods and learning experiences.

Virtual Private Network: 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.

Online Storage: Online storage administration and maintenance is also provided by KFUPM-IT. Each faculty/staff can get a free space of 10 GB on the network-based filer storage for storing personal documents. These documents are accessible from all over the world through the Internet.

6.8.5 KFUPM-IT Support for Research

High Performance Computing (HPC) Center: To support research and provide premium computing services to researchers throughout the University, KFUPM introduced High Performance Computing (HPC) Center which serves as a central gateway to high performance computing resources. The current cluster supports both GPU and non-GPU based computing needs and hosts a variety of scientific software such as Gaussian, MATLAB, GEOS, Fluent etc. This facility is available to all faculty members and can be accessed through the HPC Portal hpc.kfupm.edu.sa/Portal.html.

6.8.6 Faculty Responsibilities

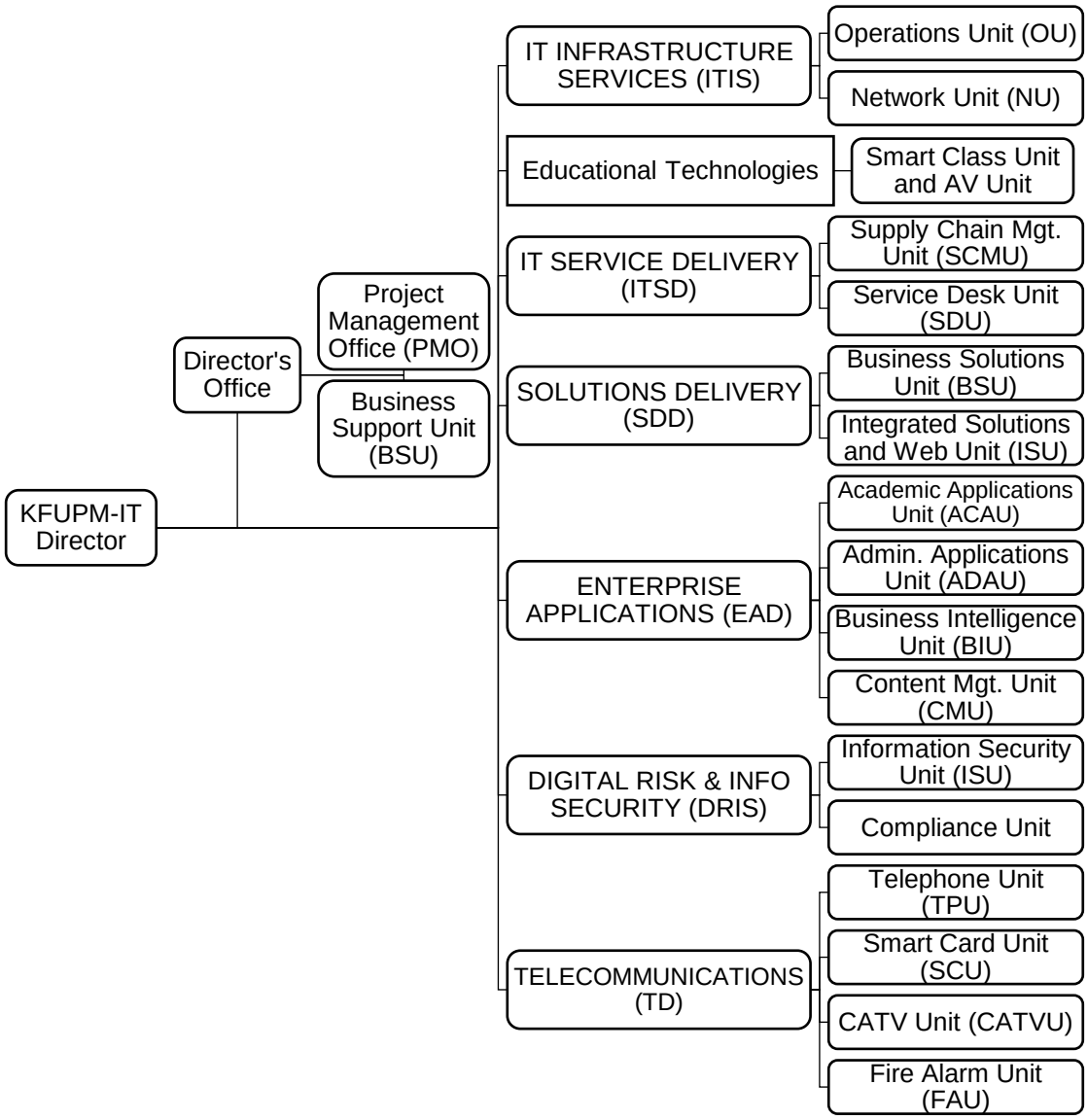
KFUPM-IT has published several policies to ensure the protection of KFUPM information and Assets and runs Awareness programs to raise the awareness level of KFUPM users in Cybersecurity. In general, faculty members in KFUPM have an obligation to:

- Read, understand, and adhere to KFUPM Acceptable Use Policy (AUP).
- Adhere to any instruction and training coming from the KFUPM-IT Cybersecurity Awareness Official Email: ictc-awareness@kfupm.edu.sa .
- Use KFUPM email wisely and according to Electronic Mail Usage Policy in the AUP.
- Report any suspicious email to spam@kfupm.edu.sa

Non-conformance of KFUPM policies may result in action dependent upon the nature of the violation.

6.8.7 KFUPM-IT Departments

KFUPM-IT consists of several departments as shown in the figure below.



The IT Infrastructure Services (**ITIS**) department provides systems and operational support for different server and operating system platforms. Additionally, the network, database, storage, backup and cabling units in ITIS department provide operation support and manage backend infrastructure for the KFUPM user community and the KFUPM-IT Departments.

The Educational Technologies department oversees the Smart Class Unit and the AV Unit. The services offered by the Educational Technologies Department include operating and maintaining smart classrooms, auditoria reservations, audio visual and video conferencing services, KFUPM CATV and KFUPM Television channel operations, loans of TV, video, digital cameras, video and overhead projectors, maintaining sound systems in all KFUPM mosques and operating buildings 10 and 20.

The IT Service Delivery (**ITSD**) serves the University faculty, students, staff and the Research Institute with extensive computing services covering software and hardware systems. In addition, the department also provides comprehensive exam generation and grading services.

The Solution Delivery department (**SDD**) is responsible for the development, testing and integration of applications that are developed in-house. The SDD team collects requirements, as determined by the requesting client, and implements the development cycle to create an application, an enhancement to an application or an application integration that meets the needs of the client. The service provides a technology solution that can save time and resources, reduce manual work, or enhance the look and feel of an old application.

The Enterprise Applications Department (**EAD**) administers and maintains the enterprise academic and business systems of the university. The Academic Applications unit in the EAD maintains and supports the university registration and learning systems including the KFUPM Banner System, Blackboard and Library systems. The KFUPM e-Business System that includes more than 170 business processes covering payroll, human resources, financial accounting systems, material management, research projects accounting etc., and the Medical Care (MedCare) system comes under the Administrative Applications unit of the EAD.

The Digital Risk and Information Security (**DRIS**) department ensures that the KFUPM information assets and services are secured to the highest level in terms of confidentiality, integrity, availability, and non-repudiation. Its vision is to ensure an end-to-end security based on a in depth multi-layered defense design. DRIS manages information security as per international standard ISO 27001:2013. The department is dedicated in providing VPN services, Endpoint Security services, Secure Internet Access services and Self-service password management services to the KFUPM community.

The Telecommunications Department (**TD**) at KFUPM-IT is responsible for providing and managing several services including Voice Communication Services, Smart Card and Access Control System, Professional Mobile Radio Service, Interactive Voice Response (IVR), Automatic Fire Alarm Protection Systems, Automatic Fire Alarm Protection Systems, Electronic (Fingerprint) Attendance System, Cable Television (CATV) and Digital Signage. KFUPM-IT also has the Business Support Unit (**BSU**) that plays an important support role by facilitating all business-related and administrative tasks of KFUPM-IT departments and the Project Management Office (**PMO**) that ensures adherence to project management standards and best practices in implementation of all IT projects.

Chapter 7
Research and Innovation

The Vision and Mission of the university research and innovation are the following:

Vision: To be globally recognized for impactful, interdisciplinary, forward-looking, cutting-edge research.

Mission: To steer, enable, and oversee an ambitious research portfolio, and to facilitate its translation to tangible, knowledge-based contributions to the economy and society of the kingdom and beyond.

KFUPM continues its mission to be a leading research-intensive University achieving distinction not only nationally, but also internationally by providing creative and impactful knowledge and innovative solutions. Research and Innovation, the cornerstone of basic and applied research activities at KFUPM, is committed to finding solutions to complex problems and help in building a sustainable global future. Consequently, a great deal of its research activities are closely aligned with the United Nations Sustainable Development Goals (SDGs).

The main organizational units of the University, which contribute to the research and innovation mission of the university, are the Deanship of Research Oversight & Coordination, Interdisciplinary Research Centers, Applied Research Centers, and Joint Research Centers along with several other relevant research centers and units.

7.1 Deanship of Research Oversight and Coordination

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. It was renamed to the Deanship of Research Oversight and Coordination (DROC) as part of the university transformation journey to become research-intensive. 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 and has one Assistant Dean. The functional responsibilities of the deanship include research activities such as funded research projects, professional conference attendance, sabbatical leaves, research scholarship programs and research awards and recognition. 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 University Research Standing Committee.

The Research Committee chaired by the Dean of Research is an executive body composed of 11 members that represent the different University Colleges and the Research Institute. All committees under the deanship are chaired by the Dean of Research with members selected / elected from the different academic departments of the University.

7.1.1 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 (usually at the beginning 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. As proposals are evaluated relative to each other, 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.

7.1.1.1 Early Career Research Grant

The purpose of this grant is to maintain the research momentum developed during the PhD work of faculty and researchers who have recently joined KFUPM and are within two years of obtaining their PhDs. This Early Career Grant is intended to facilitate a smooth transition from their previous research activities to new research activities in the KFUPM environment. For those who have been less involved in research, the grant

is intended to act as a start-up facility to reinvigorate their research. It is a one-time grant, with a project duration not exceeding 12 months and a budget limited to SR 100,000. During the preparation and execution of this project, new faculty members are encouraged to involve a mentor (preferably a local senior faculty member) to guide the applicant with the rules, regulations and formalities throughout all the phases starting from writing/reviewing proposal until the acceptance of project final report. The Principal Investigator is eligible for and entitled to a one-month summer assignment through the project.

7.1.1.2 Exploratory Research Grant

This research grant covers research areas of interest to KFUPM and aligned with the domestic and/or global grand challenges with budgets limited to SR 100,000 and duration not exceeding 24 months. The grant enables faculty members and researchers to explore novel research ideas in the areas of strategic importance to KFUPM and to the Kingdom.

The following research areas have been identified as focus areas of the existing research interest at KFUPM:

- Energy of the Future
- Water Systems Evolution
- Industry 4.0/5.0
- Advanced of Materials
- AI and Data Economy
- Environment and Circular Economy
- Infrastructure/Cities of the Future
- Future of IoT and Connectivity
- Future of Mobility
- Future of Defense
- Future of Business and Financial Systems
- Basic Science

7.1.1.3 Interdisciplinary Research Center Internal Grant

Internally funded research grant, through research centers, is dedicated to research areas of interest to KFUPM and in alignment with the national and global grand

challenges. The University has established research centers, known as the Interdisciplinary Research Centers (IRCs), in such areas and they are growing and expanding. Those IRCs will announce and call for proposals and the faculty and researchers are encouraged to participate and apply for fund. The grant enables faculty members and researchers to strengthen those areas of strategic importance to KFUPM and the Kingdom.

The following IRCs have been established at KFUPM:

- Advanced Materials
- Refining & Advanced Chemicals
- Renewable Energy & Power Systems
- Intelligent Secure Systems
- Hydrogen & Energy Storage
- Smart mobility & logistics
- Membranes & Water Security
- Intelligent Manufacturing & Robotics
- Construction & Building Materials
- Communication Systems & Sensing
- Finance & Digital Economy
- Aviation & Space Exploration

7.1.1.4 Dhahran Techno-Valley Collaborative Grant

Dhahran Techno Valley (DTV) Research Collaborative Research 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.

7.1.1.5 Proof-of-Concept Research Grant

Proof-of-Concept grant program supports the pre-commercialization of state-of-the-art research emerging from the university. The strategic objective of this grant is assisting KFUPM to commercialize such research more effectively and to expedite technology transfer to local and global markets. With this objective, the program seeks to support innovative research aimed at establishing a proof-of-principle, and generating (or enhancing) intellectual property positions.

The objectives of the proof-of-concept grant are:

- To fill the traditional-funding-gap between basic/applied research and market exploitation.
- To push innovative research outcomes through the path of commercialization.
- To improve the level and quality of technology commercialization in the university through the provision of funding for early-stage development activities.
- To initiate appropriate patenting strategy at early stage.

7.1.1.6 Sabbatical Leave Research

KFUPM provides an opportunity to faculty members and research engineers/scientists to spend their sabbatical leave in a reputable academic and/or research institution. Sabbatical leave is a privilege and is granted only when it can be shown that the applicant is capable of using this period in a manner that will thereafter increase the applicant's effectiveness to KFUPM. The main objective of the 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. The sabbatical leave also provides the means to interact directly with scholars in reputable academic and research institutions. The following are considered as some of the scholarly activities for the purpose of sabbatical leave:

- To pursue, extend or diversify ongoing research
- To initiate and pursue research in new areas
- To work in industry in the area of research and development; the aim of spending sabbatical leave in industry is to develop applied research-oriented expertise, to

develop expertise in practical oriented course(s) or to create an engineering design or product

- To write a research-oriented book or a research 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.

7.1.1.7 Industrial Sabbatical Leave

The Industrial Sabbatical Leave Research Grant Program (the program) aims to provide KFUPM faculty and researchers with an opportunity to spend their industrial sabbatical leave in an industrial organization domestically, regionally, or internationally. This facilitate access to practical experience in industry that will rejuvenate the recipient, broaden the Department's expertise, and enhance the University's reputation. It will enable the faculty to identify needs and problems faced by industry, as well as providing KFUPM faculty and researchers with knowledge and experiences, thus contributing to the development of academic teaching programs as well as the University's research. This would encourage the two-way flow of ideas between KFUPM faculty and researchers and industrial organizations that will be of benefit to both in the form of developing research-oriented expertise, gaining industry specific experience or creating an engineering design or product.

7.1.2 International Visiting Programs

The International Visiting Programs aim 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.

7.1.2.1 Outbound International Summer Research Program

KFUPM Outbound International Summer Research Program is applicable to all professorial rank faculty members and researchers. The program aims to avail means of direct interaction with scholars and researchers in reputable academic and research institutes, or in the industry to develop applied research-oriented expertise. It should

not be less than one month and not more than two months during the summer. The program covers a round trip air ticket to the host institution, and salary for one or two months.

7.1.2.2 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.

7.1.2.3 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.

7.1.2.4 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 researchers with research interests that are suitable for Japanese organizations based on the understandings between both parties. The program duration is between one and two months depending on the program content. JPI provides the benefits to faculty or researcher in the call for applications. In addition to the benefits provided by JPI to the visiting researcher, KFUPM provides additional support 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 shortlisted candidates for the program.

7.1.2.5 Inbound International Visiting Scholars Program

The program aims to avail means of direct interaction with scholars and researchers from reputable academic and research institutes or industry to develop applied research-oriented expertise. Research affiliates and faculty members are eligible to apply and invite through the Inbound International Visiting Scholars Program an external collaborator to KFUPM where there should be a well-established prior collaboration with KFUPM, as evident from joint publication in top tier journals; or high potential of establishing a new collaboration. The University will provide the support to the selected applicants which includes a round trip air ticket from point of origin to KFUPM, housing including meals (breakfast, lunch and dinner), and an honorarium.

7.1.3 Research Awards and Recognition

To recognize active researchers and quality research, the deanship provides several awards University-wide, which includes the President Award for Highly Cited Researcher, the KFUPM – Early Career Research Award, , the Research Excellence Award, the KFUPM – Highly Cited Paper Award, the KFUPM – High Impact Paper Award and the Distinguished Professorship Award. (For the latest guidelines, please always refer to the deanship's website).

7.1.3.1 Research Excellence Award

In order to encourage greater faculty involvement in quality research activities, the University gives six awards annually to distinguished faculty members/researchers in their field 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 special assignments), are eligible for the award. Applicants should score at least 200 points. 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). It is proposed to first select top four (4) nominees with highest points scored irrespective of their College to be given the awards. Next two (2) nominees will be recommended from highest scores of candidates in College not among the awarded top four (4) for diversity purposes; otherwise, the committee nominates two candidates from remaining ranked applicants. A candidate may receive the award only once during his entire service at the University The award winner receives SR. 10,000 as cash prize, certification, and a plaque

7.1.3.2 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 Oversight and Coordination and the final selection and recommendation to H.E. the President is made by the University Scientific Council. The term of the University Distinguished Professorship Award is three calendar years. There is no limit on the number of new awardees university-wide every year. The awards renewal is only once after three (3) years conditioned on the exceptional performance, and publications are highly cited by the peers in the scientific field. The University Distinguished Professor receives SR 50,000 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 to hire a post-doctoral fellow to assist him in his research work. Eligible faculty members may nominate themselves for the award.

7.1.3.3 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.

The paper to be considered must be published while the applicant is affiliated with KFUPM (affiliation appears on the paper), the paper has at least 50% authors from KFUPM, either first author or corresponding author should be from KFUPM. The award and recognition will be given to the paper accumulating 250 citations (non-self-citations).

7.1.3.4 High Impact Paper Award

The High Impact Paper Award is proposed to recognize the KFUPM faculty members and Researchers who have generated high impact publications that are published in top-quality journals. This award will also encourage the faculty and researchers to target publication in top-quality journals in their fields. The paper to be considered must be published while the applicant is affiliated with KFUPM (affiliation appears on the paper), the paper has at least 50% authors from KFUPM, either first author or corresponding author should be from KFUPM. The paper should be either published in Nature-index journal (https://www.natureindex.com) or in the top 2% of the journals (JIF Percentile is above 98%) published by Clarivate (mjl.clarivate.com).

7.1.3.5 Applied Research Award

To reward research achievements and foster well-resourced research environment, King Fahd University of Petroleum & Minerals shall give two (2) awards annually to its faculty/researcher that have achieved excellence in applied research on a University-wide basis. faculty or researcher who, at the time of the award, has four or more calendar years of continuous service to KFUPM (including sabbatical leave and official assignments) or a total of six calendar years of service with no more than a total of 12-months interruption in service is eligible to apply for the award based on their performance in client/external funded projects. A candidate may receive the award only once during his entire service at the University. One award each for the Applied Research (Management) and Applied Research (Team). The award winner receives SR. 5,000 as cash prize, certification, and a plaque

7.1.4 Other Support and Services

In addition to the funding of research projects through various grants, the deanship provides additional support for scientific visits locally and internationally to gather data

or to establish collaboration with other universities, and payments for publication support Viz. mandatory page charges for publication, extra page charges and editing.

7.1.4.1 Research Visits Support through Projects

Support is made available to faculty members and researchers to undertake local and international visits for the purpose of gathering information, 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. Visits should be aligned with the conference attendance, e.g. in the same country with few days immediately preceding/after conference dates, and maximum one visit per year.

7.1.4.2 Conference Attendance

The main objective of supporting conferences and professional meetings is to promote research within KFUPM that leads to increase in quality research and generation of innovative ideas through the following:

- Promote KFUPM's existing research and scholarly programs.
- Support Faculty members and researchers to exchange ideas on a global platform with internationally renowned scholars and researchers.

It is therefore essential to encourage the faculty members to select the professionally organized, reputable, international Flagship conferences to attend, thereby providing them an opportunity to interact with internationally well renowned scholars, academicians as well as researchers in their respective areas of specialization. The Deanship of Research Oversight and Coordination supports faculty members to attend conferences with a strong preference to those applying for international flagship conferences, categorized, approved and listed by DROC as flagship conferences. The deanship also strongly encourages faculty members to attend regional conferences provided they are listed in the list of approved flagship conferences and organized by international professional societies.

7.1.4.3 Graduate Student Conference Attendance

Deanship of Research Oversight and Coordination, in coordination with the Deanship of Graduate Studies, manage the Graduate Student Conference Program sponsored by

KFUPM Fund Office. It aims to enable our graduate students to contribute to their research fields through presenting their findings in flagship and renowned conferences. Travel grants will be provided to PhD and MS students with accepted papers at internationally renowned conferences for presenting their research findings. Award amounts are based on geographic location, registration fees, among other factors. Awards will not, under any circumstances, exceed SR 10,000. Those who meet the eligibility criteria and observe the application policies and procedures will be supported.

7.1.4.4 Publication Cost Support

The deanship supports the payment of mandatory (Open Access/Article Processing Charges) page charges for publishing paper is ISI Q1 & Q2 ranked Journals up to a maximum of US $ 3,000 per paper for faculty and researchers. The paper should carry clear affiliation to KFUPM and acknowledge support to the University and project number (as applicable). The paper should have the majority of authors affiliated to KFUPM or at least 50% and the first/corresponding author from KFUPM. If not, then support will cover partially up to the percentage of KFUPM authors. Researchers in Applied Research Centers will have the fees charged to their Centers.

Any active KFUPM faculty & researchers will be supported for one paper per fiscal year. Additional two papers for affiliates with Interdisciplinary Research Centers (IRCs) and no limit through externally funded projects, subject to the availability of funds. A maximum of USD 3,000 for Top 10% Q1 journals, while other Q1 journals can be supported up to USD 2,500, and for Q2 journals are supported with a maximum of USD 1,500.

7.1.4.5 Editorial Services

The Deanship of Research Oversight and Coordination has established the editorial services to help KFUPM researchers to improve their research record in peer-reviewed journals and conferences by helping them ensure that their manuscripts are being evaluated based on their scientific and technical value and not on their linguistic presentation. The DROC will be providing KFUPM researchers with these services at special reduced rates through world-class editorial companies.

To promote and encourage submissions to high-impact journals, KFUPM will cover the editing fees of one (1) journal article per calendar year, for each faculty, researcher, and

postdoctoral fellow. If the article that had undergone editing (by one of the indicated service providers) is accepted for publication in a Q1 or Q2 journal (per Clarivate's quartile rankings), then KFUPM will cover the editing fees of one (1) additional journal article for the author. This process will continue as long as the edited article is accepted for publication in a Q1 or Q2 journal.

7.2 Interdisciplinary Research Centers (IRCs)

KFUPM's new research centers are composed of multiple disciplines, and of researchers from multiple departments. The research centers are built on thematic rather than disciplinary foundations, spanning engineering, environment and water, refining and petrochemicals, communications and IT, and economics and management systems.

7.2.1 Advanced Materials

Innovations in materials are crucial to overcoming many *Grand Challenges*, *technological limitations*, *and breakthroughs* and putting KSA at the forefront of future industries. The IRC-AM aspires to be a leading national center, recognized globally, for impactful interdisciplinary research in advanced materials that leads to new knowledge creation as well as innovative and practical solutions to the *Grand Challenges* which contribute substantively to the Kingdom's economy and help build an ambitious nation to improve human conditions. The center aims to engineer materials with novel properties that enable superior performance in technological applications for energy, oil and gas, defense, water desalination, chemical and petrochemical, metals, construction, automotive, packaging, and other strategic national sectors. The IRC-AM conducts research to address grand challenges such as:

- Support sustainability and circular economy by developing cost-effective technologies to produce value-added products from solid wastes or design materials that can be reused, remanufactured, or recycled.
- Develop solutions to mitigate materials degradation (corrosion, wear, etc.) and extend product durability in emerging applications, such as hydrogen, carbon capture, membrane, and next-generation batteries.
- Reduce energy/fuel consumption and carbon dioxide (CO2) emissions by i) developing surface engineering technologies to reduce friction and wear, ii)

developing lightweight materials that withstand harsh conditions, and iii) developing advanced joining technologies for lightweight hybrid structures.

- Increase polymer utilization by i) increasing the maximum operating temperature of polymer composites by 10%, ii) reducing flammability, toxicity, and cost of polymer composites, and iii) developing cost-effective technologies to join hybrid polymer composites.
- Facilitate the localization of promising manufacturing within KSA and allow the production of high-quality and durable parts that can sustain the harsh environments at KSA.

The IRC-AM focuses mainly on advanced coating and surface engineering, lightweight alloys, polymer composites, graphene, smart materials, and corrosion inhibitors. Particular emphasis is given to i) extreme environments (high temperature, harsh corrosion, elevated stress, harmful radiations, high salinity, and extreme wear and erosion) and ii) utilizing machine learning for the design and selection of materials, data-driven materials discovery, and risk assessments.

7.2.2 Membranes & Water

Water is the origin of all life, without it, life would cease to exist. Therefore, the Interdisciplinary Research Center of Membranes and Water Security (IRC-MWS) is mainly focused on water: water conservation and resources management as well as water treatment using membranes.

The IRC-MWS research programs are divided into four themes: Water security, Desalination, Water Treatment, and Membrane separations. Our team works closely with its industrial sponsors to develop innovative solutions to grand challenges such as: ground water depletion, produced water treatment and brine mining.

Our team of researchers is multidisciplinary and has different backgrounds and expertise including chemistry, geology, hydrology, chemical and mechanical engineering. In addition, affiliated faculty members and their students are coming from wide range of KFUPM departments to participate in different projects and address our defined grand challenges.

Currently, the IRC-MWS is well equipped with state-of-the-art equipment for membrane fabrication, characterization and testing. Good collaboration was

established with local/international companies/ministries such as Saline Water Conversion Corporation (KSA), the Ministry of Environment, Water and Agriculture (KSA), Khalifa University (UAE), and University of Wisconsin (USA).

7.2.3 Intelligent Manufacturing & Robotics

The new *Interdisciplinary Center for Intelligent Manufacturing and Robotics* has been launched. Manufacturing represents a cornerstone of the Kingdom's aspirations to expand its industrial sector, which needs to automate manufacturing, create opportunities out of IR4.0, and accelerate the implementation of primary and digital infrastructure projects. In addition, the steady rise of robotics in almost all industrial and service sectors is accelerating, and the Kingdom must capitalize on this emerging opportunity. The focus areas of this center includes: Cyber Physical Production Systems, Digital Twin Manufacturing (simulating the manufacturing before the actual machines are built in order to optimize its design with in-process corrections of real manufacturing if any), Cloud Manufacturing (manufacturing that relies on the storage and manipulation of data on the cloud), 3D/4D printing (4D printing deals with 3D printed objects that transform into other structures under certain stimuli), AI-enabled manufacturing, IR4.0 factory setup for large companies, Internet of Things and Smart Devices, Mechatronics and Control Systems for Intelligent Automation, Autonomous Robots, Downhole Robotics in oil and gas wells, and manufacturing assisted by Swarm Robotics and Cobots (robots intended for direct human interaction).

Some of the challenges to be tackled include: total implementation of IR4.0 in smart manufacturing for improved productivity, quality of production for high-tech requirements, cutting edge technologies for intelligent manufacturing and collaborative robotics, data enabled predictive maintenance, customization and modularization in manufacturing systems. This will also include on-request customized properties for added additive manufactured parts, decentralized autonomous production systems, increased operational transparency, and autonomous intelligent functional robots for manufacturing.

The center would also help transition the automation of manufacturing from single station automated cells to automated simple systems, flexible manufacturing systems, computer integrated manufacturing systems, all the way to reconfigurable manufacturing systems that would give factories and plants substantial flexibility in

reconfiguring their equipment, even autonomously, to respond to new product demands. Research in this center would tackle many gaps that come out of IR4.0 solutions. Moreover, the focus of this center as far as robotics is concerned is on intelligent robots – not just robots that do repetitive tasks in a fixed process, but robots that can learn from their environment and improve themselves to respond to variables in their surroundings, thus maximizing their impact and contribution to both manufacturing plants and to services. Intelligent Manufacturing and Robotics represents one of this century's great challenges, with pronounced implications on the region and international manufacturing.

7.2.4 Smart Mobility & Logistics

Smart Mobility and Logistics is a new interdisciplinary research center concerned with both the mobility of people and cargo and logistics. Strategic research and development areas include the study of mobility and logistics, as well as digital technologies that can bring intelligence, autonomy, and decision-making to various fields of endeavor. The objective of the center is to generate and disseminate new information in smart mobility and logistics that has a scholarly influence, offers creative solutions, and contributes to the nation's booming economy. The objective is to be a leading interdisciplinary research center in developing smart transportation and sustainable logistics locally and internationally. Globally, the field of future mobility is experiencing significant competition. Numerous firms and research institutes are vying for a position of technological leadership in order to establish a foothold in these expanding industries.

The center's research focuses on its three core pillars: smartness and sustainability; mobility modes and clean energy; and logistics and transportation studies. System Integration, Applied Research, and Basic Research will be the three core categories of the center's research efforts. Through these three categories, the center intends to address the aforementioned challenges. The center undertakes research in three interdependent key domains: logistics, mobility as a system, and the mobility and technologies of smart cities. We intend for the center to have the biggest potential impact on the surrounding area by doing research that results in solutions that are adapted to the specific requirements and conditions of the local, regional, and global markets.

KFUPM will deliver innovations to the mobility industry and will be among the major participants in R&D thanks to the center, which will be at the forefront of Emerging Technology markets and have a leading position in this field. Utilizing the Kingdom of Saudi Arabia's advantageous geographical location, the center will help to the process of transforming the country into a regional logistics hub. Additionally, the center recruits highly competent researchers and creates strategic collaborations with other regional, national, and international institutes in order to simplify complex research challenges.

7.2.5 Intelligent Secure Systems

The Interdisciplinary Research Center for Intelligent Secure Systems (IRC-ISS) aspires to be a leading national and regional interdisciplinary research center in developing intelligent and secure systems that incorporate forward-looking and cutting-edge research ideas. IRC-ISS focuses on research activities in the intersection of three fields: Artificial Intelligence, Cybersecurity, and Quantum Computing. Current research projects in IRC-ISS revolve around four research themes: Intelligent Systems, Secure Systems, Resilient Cyberinfrastructure, and Quantum Computing. Researchers at IRC-ISS will address various research problems under these research themes including advanced surveillance systems, proactive security systems, advanced security sensors, and resilient cyberinfrastructure. In addition, IRC-ISS will also tackle open problems related to auto-healing systems, blockchain novel applications, IoT and Industrial IoT security, and post quantum cybersecurity. The center’s affiliates come from various departments, including Information and Computer Science, Computer Engineering, Electrical Engineering, Systems Engineering, Math, Physics, and General Studies.

7.2.6 Hydrogen & Energy Storage

Interdisciplinary Research Center for Hydrogen and Energy Storage will be the platform through which KFUPM shall develop Hydrogen and Energy Storage technologies that enable its members to carry out world-class research in areas of strategic importance for the Kingdom of Saudi Arabia 2030 vision and supports the same through teaching at KFUPM and the local community.

Interdisciplinary Research Center for Hydrogen and Energy Storage committed to: (i) Building up world-class human resources research capacity, including highly qualified scientists and staff and trained graduate students; (ii) Promoting innovative Hydrogen

and Energy Storage based solutions in strategic areas for the Kingdom; (iii) Establishing industrial partnerships with relevant companies and national entities, and promote innovation and entrepreneurship in coordination with DTV; (iv) Enhancing public awareness regarding the benefits of Hydrogen and Energy Storage.

Interdisciplinary Research Center for Hydrogen and Energy Storage focus area and research themes are the following: (i) Hydrogen which includes; Blue and Green production, separation, storage, sensing, and utilization. (ii) Carbon Capture, Utilization and Sequestration which include; Capture (Pre and Post Combustion), Oxy-Fuel Combustion, Utilization (Thermochemical, Electrochemical, and Decarbonization) and Sequestration (Geological and Technological). (iii) Energy Storage which includes; Development of energy storage technologies for stationary as well as mobile applications, Safety and reliability of energy storage devices integrated with systems, and Sustainability of energy storage technologies.

7.2.7 Renewable Energy & Power Systems

Interdisciplinary Research Center for Renewable Energy and Power Systems (IRC-REPS), is a pioneering coordinated structure to advance applied research focusing on renewable energy and fundamentally enabling power system technologies. IRC-REPS is a unique fully integrated industrial and academic research entity able to bring all engineering disciplines and technological research capabilities under one umbrella.

*Mission***:** Development of innovative, sustainable, and energy-efficient solutions, policies, and programs with social, environmental, and economic impacts that contribute to the objectives of SAUDI VISION 2030.

Objectives and Challenges

- Stable power supplies with bulk RE integration.
- Smart management of energy systems and efficiency improvement with incorporation of IR 4.0 solutions
- RE materials under harsh weather
- Polymer based materials for RE solutions
- Enabling RE technologies for energy transitions and hybrid systems.

Grand Challenge: We aim to utilize "cost optimal" ways for concentrating our research area efforts for achieving Net Zero Energy targets in buildings, powdered by renewable sources of energy.

Vision for our Grand Challenge: To deliver cutting edge research and conducting applied projects to aid technical advancement and to achieve climate and environmentally-cantered energy transition in the Kingdom of Saudi Arabia to aid its Vision 2030.

7.2.8 Refining & Advanced Chemicals

The Center for Refining & Advanced Chemicals (CRAC) conducts basic and applied research in five themes related to refining & fuels, petrochemicals & chemicals, polymers & oligomers, wastes recycling and computational & AI. Activities range from creating new catalysts, concepts, and technologies to support new products and applications for the downstream industry. In one of its research programs, the Center aims to maximize the value of crude oil by converting to high-demand chemicals at the interface of catalytic chemistry and reaction engineering. Multidisciplinary teams of faculty, researchers, postdocs and graduate and undergraduate research assistants perform research in catalysis (heterogeneous and homogeneous) for various conversion processes. The Center attracts faculty and students from the departments of chemical engineering, chemistry mathematics as well from other departments in the colleges of chemicals & materials, and engineering.

During the last three decades, the Center has developed core competencies in a number of downstream R&D areas. These core competencies are applied to the Center's research programs which are supported by a variety of funding sources, including KFUPM, Aramco, Sabic Honeywell UOP, Sinopec RIPP and Sipchem. With state-of-the-art facilities, the Center provides faculty and researchers with a unique scientific environment that fosters groundbreaking research, collaboration and training of young researchers. Currently, the Center houses 15 modern laboratories for catalyst synthesis, materials characterization and analysis, bench-scale reactors for catalyst evaluation and process development, polymer synthesis and processing as well as simulation and modeling. Currently, the Center is supporting the establishment of the Petroleum Conversion Research Center (PCRC) at KFUPM DTV which will be dedicated for catalyst and process evaluation at pilot plant level. Contact: Phone 2029, Email crac@kfupm.edu.sa

7.2.9 Communication Systems & Sensing

The Interdisciplinary Research Center for Communication Systems and Sensing (IRC-CSS) is established to advance knowledge in the areas of communication systems and sensing; including electrical, optical, acoustic systems for localization and radar systems, and to facilitate the transformation of this knowledge into commercial innovations.

The IRC-CSS seeks sustainable and robust solutions to problems of regional and global importance. To address the new challenges imposed by next generation communication and sensing systems, holistic designs that spans multiple disciplines of signal processing, wireless communications, networking, optimization, radar, localization, machine learning, big data, and cyber security are required. This necessitates developing new foundations, mathematical models, and experiments that can capture the new characteristics of next generation networks (e.g., high node density, wide spatial existence, multitude heterogeneity, context awareness, diverse QoS constraints) and jointly account for the multidisciplinary design perspectives. The research center focuses on laying the foundations to achieve intelligent, self-organized, self-optimized, and context-aware management/operation for next generation communication and sensing systems, and hence, realizing and unleashing the potentials of the foreseen smart world era. In addition to the advanced signal processing techniques, application of Artificial Intelligence (AI) and Machine learning (ML) are among the tools to achieve these objectives. The center is also committed to contribute to the development in sensing, including remote sensing, biosensing, and wearable sensors.

Applications covered by the center include wired and wireless communications (5G/6G) and networking, Machine-to-Machine (M2M) communications, sustainable and reliable communications for Autonomous Unmanned Vehicles (AUV), virtual and augmented reality, collision avoidance, localization, navigation, and remote sensing. The initiative will also examine public safety requirement and energy constraints (Green Communications). The IRC-CSS will be a major contribution towards the Saudi Green Initiative and the Middle East Green Initiative that were announced recently by the Kingdom of Saudi Arabia.

7.2.10 Finance & Digital Economy

“The interdisciplinary research center for Finance and Digital Economy (IRC-FDE) has been established as a new research engine at KFUPM Business School. This center is a research hub to tackle grand research challenges on the local and global priority scale, and effectively engage with industry to provide viable solutions for thriving economy.

The IRC-FDE has focused to address four grand challenges; 1) develop the functionality and regulatory framework of financial markets and institutions in the Saudi context; 2) develop a hub for FinTech and its relevant applications to build the research capacity in this area and guide startups for more success as well as to provide society’s inclusion and empowerment ; 3) contribute to the digital ecosystem that promotes innovation, learning, and entrepreneurship and produces/markets products and services that create value for consumers and society at large and to enhancing the digital economy to align with Vision 2030; 4) understand the impact of emerging and industry 4.0 technologies on the national economy and the Saudi consumer and enable the creation of impactful and sustainable practices.”

7.2.11 Construction & Building Materials

The Interdisciplinary Research Center for Construction and Building Materials (IRC-CBM) was established to carry out interdisciplinary research projects in the field of engineering and natural sciences with the aim of designing, analyzing, and optimizing the development of construction and building materials for local industry and society for socio-economic development in line with the Kingdom's Vision 2030. The main objective is to develop materials that are compatible with the Kingdom's aggressive environmental conditions, energy efficient, and environmentally friendly.

Current building and construction materials consume a lot of energy and emit enormous greenhouse gasses (GHG) during production. Given the current GHG emissions and energy consumption constraints, there is an urgent need to develop energy-efficient and environmentally friendly building and construction materials. For efficient and progressive implementation, the Center will work towards the involvement of all relevant stakeholders. The Center will focus its research on the development of sustainable and environmentally friendly materials, composite materials and systems for corrosion protection, energy-efficient materials and systems, smart building

materials, non-metallic materials, innovative inspection techniques, monitoring the condition of structures, modeling material behavior using machine learning and artificial intelligence, and 3D printing of concrete. The Center will also consider the development of other building materials suitable for local environments, such as asphalt, insulation, coatings, glass, etc.

Topics that the Center will address include a multidisciplinary approach to developing a variety of specialties, including sustainable building systems/materials for challenging conditions; use of advanced techniques to evaluate materials and in-situ inspection (buildings, bridges, highways, airports, etc.); use of machine learning and artificial intelligence; use of innovative digital fabrication techniques; development of reliable non-destructive techniques for evaluation of structures; CO_2-related climate change; environmentally friendly recycling of household and industrial plastic waste for local asphalt, concrete, and blocks; carbon-negative concrete and blocks; rechargeable batteries made of concrete; functionally graded materials with nanocomposite structures; predicting the carbon footprint of the existing construction industry; and developing a renovation framework to turn them into green buildings using a data mining approach.

7.2.12 Aviation & Space Exploration

The Interdisciplinary Research Center for Aviation & Space Exploration intends to create a scientific, innovation-focused, and technical environment in view of the expanding business and innovation opportunities offered by space, aviation (and defense) sectors which would serve multiple strategic goals of Kingdom's Vision 2030 by localizing aviation and space related activities, developing Saudi Human Capital in space, augmenting national resilience and promoting national identity by enhancing the Kingdom's presence at the international level. The mission of the center is to train the scientists and engineers needed by the Kingdom to achieve its space ambitions, train the talent to utilize space data and capability to better life and support economic growth in the Kingdom and conduct leading edge research to support the above.

The center will address various research challenges under specific focus areas including Astrodynamics and Satellite Maneuvering, Propulsion of Micro Spacecraft/Satellites, Entry, Descent and Landing Systems, Satellite (Micro/Nano) Design, Processing, visualization and utilization of earth orbiting satellite data, Avionics & Distributed

spacecraft systems, Effect on Humans of long and short space missions, Remote sensing of the atmosphere from space, Space weather detection and modeling, Environmental remote sensing, Control, estimation, guidance, and navigation of Autonomous Systems, Ground-to-satellite communication systems, Ballistic Missiles/Rockets, Air Defense & Anti Drone systems.

This center is expected to play a leading role in tackling grand challenges related to the aviation and space exploration sector by collaborating with different reputed organizations like the Saudi Space Commission (SSC) whose primary objectives are supporting space infrastructure, fostering globally competitive ecosystem and growing Kingdom's space presence. This collaboration will serve national priority programs, for instance small satellite payload development, space ecosystem infrastructure, commercial space stations, preparation for sustainable human presence in space etc.

7.2.13 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 is continuously 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.

7.2.14 Center of Excellence in Development of Non-Profit Organizations (CNPO)

The Center of Excellence in Development of Nonprofit Organizations (CNPO) was established in 2015. Its goal is to raise the Non-Profit Sector's profile and strengthen its economic impact. The center offers institutional support related to developing and capacity building of non-profit organizations by providing consultations, various training programs, and developing strategies that contribute to shaping the future of non-profit sector in the Kingdom. Consequently, the CNPO also aims to be a pioneer in trainings related to the non-profit sector; developing their human capital and financial resources and maximizing their economic and social impact in order to achieve developmental goals and as a support to the Saudi Vision 2030 in expanding the impact of the non-profit sector in the Kingdom.

As part of its education and training programs, CNPO established the Alfozan Academy for Leaders Development in Nonprofit Organizations in collaboration with Al-Fozan Social Foundation. The academy aims to provide formal education and training to nonprofit leaders, partners with the leading international institutions including City University of London, Indiana University-Purdue University Indianapolis, Grand Valley State University and Arizona State University. As the academy continue to strengthen its role to the nonprofit sector, various short-courses, certification programs and workshops were conducted across the Kingdom. Now, the academy has beneficiaries in more than 110 cities and towns in KSA.

One of the major activities of the CNPO is organizing the first-ever Annual Nonprofit Sector Development Forum in the Kingdom wherein we had the 10th Forum in March 2022. The forum's objective is to foster the nonprofit sector's role in society and help Saudi Arabia achieve its 2030 vision by bringing in international best practices in the nonprofit sector.

The CNPO, Alfozan Academy, sponsors, and the university’s high-level of commitment and compassion will continue to work together as one and use all its resources and capacity to realize our hopes and ambitions in improving the lives of the people and the Saudi community in general.

7.2.15 Alfozan Academy

The High Court approved in 2015 the establishment of Al Fozan Academy at King Fahd University of Petroleum and Minerals, which aims to develop the leadership of non-profit institutions and is one of the programs of King Fahd University of Petroleum and Minerals.

Academic Pathways

- Training rehabilitation programs.
- Preparation of scientific standards and qualifications.
- Preparation of diploma and master's programs.
- External broadcasting of leaders in non-profit organizations.
- Licensing and Crediting.

The Top Programs and Projects

- *Raed* Rehabilitation Program for Young Community Leaders at Universities.
- *Rasheed* Educational Leadership Training Program for School Volunteering Management.
- *Moeen* Specific program for organizing volunteering of private sector employees in the community.
- *Tamkeen* program for housing non-profit academic programs in universities, colleges and institutes.
- *Tenmawi* Development program for the rehabilitation of imams to manage community development in mosques.
- *Rafid* Faculty Qualification Program to Activate Community Development in the Non-Profit Sector.
- *Professional standards and qualifications Project and training for non-profit workers* aims to develop workers in the non-profit sector and professionalize jobs which coincides with the international standards, Saudi classification and attract specialized competencies.
- *Edama* One of the University's community development initiatives, which includes a standard based on global best practices. It is the first standard to develop in the non-profit sector in the Saudi Arabia Kingdom and the first to be

adopted nationally by the Ministry of Human Resources and social Development and the first standard of Arab volunteering.

The Academy presented several outstanding projects and studies during this year, most notably:

- Two academic studies serving the non-profit sector titled:
    - Survey on local needs for developing and disseminating knowledge globally (national project).
    - Study on the reality of social investment globally.
- Tenth Non-Profit Sector Development Forum entitled "Transforming non-profit enterprises towards a sustainable future", held at King Fahd Petroleum and Minerals University over two days, hosting 6 international specialist speakers, presenting 8 lectures, 3 panels and workshops and reaching 134 attendees.
- Qualification of 156 Technical Managers in the Non-Profit Sector.
- Completion of 11 job criteria of the National Job Standards Development Project in the non-profit sector.
- 4712 beneficiaries of academy programs from all regions of the Kingdom.
- Signing two agreements with Saudi Aramco and the Ministry of Energy to raise awareness of volunteerism in the Kingdom for a total of SAR 141,500,000.

7.3 Applied Research Centers (ARCs)

7.3.1 Environment & Marine Studies

The Applied Research Center for Environment and Marine Studies (CEMS) is the largest environmental center in the Kingdom which conducts applied research in wide spectrum of areas including marine and terrestrial environment, greenhouse gas emissions management, environmental chemistry, and fisheries. It is one of the most multi-disciplinary center at KFUPM. It has recently been transformed center from the Center for Environment and Water (CEW). Since its establishment in 1977 to provide research and consultation services, it successfully completed more than 330 projects (a total value of more than 850 million Saudi Riyals) over the past 46 years. Currently, the Center is engaged in 46 active projects with a workforce of 66 members including 22

PhD holders in multiple disciplines and 36 researchers with either a Master's or Bachelor's degree.

The Marine Studies group of the Center has considerable capabilities to study the ecology of coral reefs, seagrass meadows, and mangroves, marine biodiversity, and ecology of marine megafauna. The Fisheries group of the Center is responsible for the stock assessment of fisheries resources and characterization of essential fish habitats. The Terrestrial group has the research competency to conduct studies on terrestrial biodiversity and ecology, terrestrial geology, soil biology, geomorphology, and conservation of threatened terrestrial habitats. The Environmental Chemistry group handles the analysis of pollutants in marine and terrestrial ecosystems. The Climate Modeling and Data Handling group is responsible for activities related to greenhouse gas emissions, modeling, Geographical Information system (GIS), and database management.

Over the past four decades, the Center has signed several client-funded projects with many leading national and international agencies, with Saudi Aramco occupying the top position. Some of the other major clients of the Center are NEOM, The Red Sea Development Company, Public Investment Fund (PIF), KBR, Worley, NPCC, Wood PLC, Subsea 7, McDermott, Ministry of Environment Water & Agriculture, National Center for Wildlife, and National Center for Environmental Compliance.

The center is the national hub of high-tech (i)environmental chemistry and marine laboratories, (ii) terrestrial and marine survey facilities, and (iii) a knowledgebase of wide range of physical, chemical, and biological analyses of samples which have been collected over a long period for the Arabian Gulf, the Red Sea, the NEOM area, and the Rub Al-Khali desert. It contributed to preparing several national reports which were communicated to the United Nations. The CEMS has been taking initiatives to extending its limits by introducing new research areas pertinent to environmental deoxyribonucleic acid (DNA), toxicology, artificial intelligence, environmental software solutions, and environmental entrepreneurship.

7.3.2 Metrology, Standards, & Testing

The Applied Research Center for Metrology, Standards & Testing (ARCMST) provides high caliber contractual research, testing, and consultancy services to the oil/gas,

energy, manufacturing, non-destructive testing (NDT), health and business sectors in Saudi Arabia. The Center's service portfolio is mainly focused in engineering disciplines such as electrical/mechanical/radiation metrology, engineering standards, high-voltage testing, multiphase flow and aquaponics. Currently, many local and multinational companies avail the center's services to solve process-related technical issues, improve and certify their products, validate material quality, ensure innovation, and achieve a significant competitive edge in the market place.

In addition to serving the external clients, the center actively collaborates and provides services to other academic departments and centers of research excellence in the University. The applied research activities are conducted through graduate students or as research projects sponsored by the University or external funding agencies, such as KACST, MOE, Ministry of Defense, Royal Commission for Jubail and Yanbu, KACARE and others. The center's research output to date includes 650 journal publications in high-impact journals and 90 issued patents.

7.3.3 Strategic Studies & Planning

The Center for Strategic Studies and Planning (CSSP) is a unique entity which undertakes strategic and planning studies of national importance, among others. Functioning directly under the Vice President of Research and Innovation, CSSP has at its disposal the vast pool of expertise available at KFUPM in the academic departments and the other numerous research entities, in addition to the expertise in the Centers and the Centers of Research Excellence at the Research Institute. Teams formed using the expertise available at KFUPM conduct CSSP projects in strategic studies, planning, developing organizational structures, etc. Such an arrangement allows CSSP to harness the talents of well qualified, distinguished scientists and researchers for studies of national importance. The future plan for higher education in the Kingdom (AAFAQ) is one of the most important projects undertaken by CSSP. The Center is developing a strategic and operational plan for the General Presidency of the Affairs of the Grand Mosque and the Prophet's Mosque to provide strategic management consultation to the leaders (Haramain Project). Also, CSSP is marketing the online system for processing applications for promotion from faculty, developed by KFUPM, to other interested universities in the region. Currently, this system is being implemented at a university in the Kingdom.

Completed studies include the development of an oxygen transport reactor for liquid fuel combustion, which can be used for carbon sequestration applications. CSSP and TIC in CCS jointly executed this study.

7.4 Joint Research Centers (JRCs)

7.4.1 SDAIA Center for Artificial Intelligence

The center was established in 2022 jointly with The Saudi Data and AI Authority (SDAIA) to advance the research in the field of Artificial Intelligence (AI). The center aims to establish the Kingdom as a global leader among the league of data-driven economies by conducting and supporting research and innovation in AI, developing use-cases and solutions in accordance with the Saudi National Strategy of Data & AI to achieve the Kingdom's vision 2030. The center will be home to faculty and researchers from various departments, including Computer Science, Computer Engineering, Electrical Engineering, Systems Engineering, Math, Physics, and many other departments.

The center focuses on various topics in the field of AI including machine learning, deep learning, computer vision, reinforcement learning, knowledge representation, learning theory, natural language processing, and bioinformatics. In addition, the center focuses on applications of AI in various sectors including energy, health, environment, education, and transportation.

The center research activity aims to develop the projects it undertakes into Proof-of-Concept (POC) and Minimum-Viable-Product (MVP), in addition to establishing a presence in global academic venues in the fields of its expertise. In addition, the center aims to attract, support, and train talent in the Kingdom in the field of AI by developing and conducting training programs for young talent, academic faculty, and executives.

7.4.2 KACST Center for Energy Efficiency

The Kingdom of Saudi Arabia is blessed with abundance of natural resources and is striving to exploit their usage in the practical life. However, despite the positive indicators, education, research, and development efforts in the Kingdom have been limited in the area of energy efficiency. Mastering the technologies of energy efficiency will help the Kingdom to continue to be the world energy leader. There is an urgent need

of exerting concentrated efforts in developing, transferring, and popularizing relevant technologies, and promoting impactful practices in the field of energy efficiency.

Founded in October 2016, the Center of Excellence in Energy Efficiency (JRC EEE) at King Fahd University of Petroleum & Minerals (KFUPM) to nucleate and develop a world-class energy efficiency center that would transfer the knowledge in the area and help the Kingdom and the region to continue being the world energy leader while minimizing its energy consumption.

JRC EEE is primarily focused on increasing energy efficiency in Saudi Arabia and the Middle East region. It is a national university center that was established with the support and funding from the King Abdulaziz City for Science and Technology (KACST) as an initiative under the Saudi Energy Efficiency Center (SEEC), and with the guidance of the US Department of Energy (US-DOE). This center contributes to Saudi Arabia's Vision 2030 by supporting sustainable development, including energy efficiency and renewable energy solutions, as well as promoting modern energy technologies and techniques within the country.

JRC EEE offers services in improving energy efficiency and management by means of disseminating knowledge and training courses, supporting research and development, promoting innovative technologies and new ideas, and creating public awareness. JRC EEE also aims to facilitate technology transfer and applied research in the Kingdom.

7.4.3 KACARE Center for Energy Research

This program through the generous support of King Abdullah City for Atomic and Renewable Energy (K.A.CARE), aims to hire highly qualified Post-Doc fellows to work on the area of renewable and nuclear energy. The program aims to come up with new research works, results, and technologies which serve the vision of K.A.CARE in the field of renewable energy, and hence, the Kingdom's Vision 2030. The overall duration of this scholarship is 1 year. KFUPM and through our programs we expect excellent number of scholarly outcomes to result from this grant. The Post-Doctoral Fellow IS expected to publish several ISI journal papers, several conference papers, in addition to patents.

Mission: To contribute to the sustainable development of the energy sector in the Kingdom through scientific research, innovation and technology advancement.

- ERIC focuses on addressing the following challenges:
- Solutions for the growing energy demands of the Kingdom.
- Immense number of energy related challenges and potential technologies.
- Deployment of variable energy sources on large scale.
- Reducing the cost, and increasing efficiency and scalability of renewable systems
- Financial support for renewable energy technologies flourishment.
- Providing renewable energy data to companies, research centers and universities.
- Encouraging and building human cadres in the renewable energy sector.

KACARE Fellows: The KACARE approved fellows submit their progress reports for the research projects for the following programs:

- Research Fellowship
- Post-Doctoral Research Fellowship
- MS & PhD Thesis Scholarship
- Undergraduate Projects

7.5 Research Consortia

7.5.1 KFUPM Consortium for a Sustainable Future

The KFUPM Consortium for a Sustainable Future will focus on developing new generation materials and digital materials and utilization of artificial intelligence computations to develop new tools, operando and multimodal, that maximize the value of materials development.

7.5.2 KFUPM Consortium for Hydrogen Future

The KFUPM Consortium for Hydrogen Future will focus on design and development of hydrogen combustion systems, engineering materials for carbon capture, novel nano-colloidal formulations, and electrochemical energy storage devices.

7.6 Research Support Units

7.6.1 Innovation and Technology Transfer (ITT)

The Innovation and Technology Transfer (ITT) is the entity of KFUPM responsible for capturing the intellectualities emanating from its academic activities, protecting them, turning them into potential socio-economic assets, and supporting their advancement towards commercialization and implementation. The ITT constitutes four units: 1- the Intellectual Property (IP) Protection, 2- the Technology Licensing, 3- the Proof-of-Concept (POC) and 4- the Technology Advancement & Prototyping Center (TAPC).

The "IP Protection" manages the invention disclosure/patent filing system, and handles all matters of University joint IPs with other organizations. The "Technology Licensing" markets potential IP portfolios for licensing, and handles all IP and technology licensing deals. The "POC" identifies potential patented technologies and provides financial support/grants for faculty/researchers to advance their innovations towards commercialization.

TAPC supports the University entrepreneurial, technology development and translational research activities (product design, prototyping, Minimum Viable Product (MVP) development, etc.) of KFUPM and the Dhahran Techno-Valley (DTV) ecosystem. TAPC is largely founded on Industry 4.0 technologies and includes three main units: the Product Design and Development, the 3D Printing and the Rapid Prototyping & PCB Fabrication.

The main ITT services are: i- patenting and IP management, ii- licensing technologies to industrial firms, and startup companies and collaborative technology development activities, and iii- supporting the development of potential technologies, functional prototypes and innovative products for commercialization purposes. Additionally, the ITT acts as an expertise house for providing knowledge transfer, advisory services and training to governmental and corporate organizations on IP management, technology transfer/commercialization, innovation and knowledge economy subjects.

7.6.2 Industry Collaboration

KFUPM's global reputation as a top research university attracts industry partners from across Saudi Arabia and around the world. University and industry/business

relationships make a tangible economic impact. KFUPM collaborates with best-in-class industry leaders to find solutions to complex technical, environmental, and economic challenges and to elevate innovation to the highest levels.

Quality education of students is enhanced by either engaging with faculty involved or connected with industry or by involving students themselves in activities at the companies.

There are many corporate engagements, from curriculum enhancement to career development, research, and entrepreneurship. KFUPM's extensive networks create opportunities for our students, researchers, partners, and the communities we serve.

7.6.3 Core Research Facilities

Core Research Facilities (CRF) provide research support to academic departments and interdisciplinary research centers at the university. The objective of CRF is to build, centralize and align research infrastructure, undertake strategic planning to increase sustainability of infrastructure investments, enhance efficiency of research operations, improve utilization of novel high-tech research equipment and staff, and attract suitable research talent. The functions of CRF include provision of analytical and characterization lab services, development of core labs and management, lab equipment maintenance, purchase lab chemicals and gases, chemicals waste disposal, undertake annual maintenance contracts for major equipment, oversee lab safety, and manage RI chemical and consumables storehouse.

Core labs is part of Core Research Facilities and constitutes centrally managed network of research labs that provides campus-wide support to cross-disciplinary research programs. Core labs is an inter-connected scientific space structured to provide ease-of-access to high-tech facilities and seamless operation to foster collaborative research. Resources reserved for capital equipment and highly trained personnel are not divided but are pooled. This allows for cost-effective and efficient utilization of human and capital assets across the institution while preventing wasteful duplication of resources.

The core facility comprises of technicians, engineers, and scientists who are qualified not only to operate and maintain equipment but provide high-level research support to interdisciplinary research programs that run across the university. The core labs act as a vital enabler within the university's research ecosystem. Technicians and engineers are

dedicated to operate equipment on a daily basis while keeping the lab in proper working order. Full-time service engineers are based on-site to provide necessary technical support for equipment maintenance. CRF currently provides lab services with a facility that includes transmission electron microscope, scanning electron microscope, atomic force microscope, x-ray diffractometer, ED x-ray fluorescence analyzer, WD x-ray fluorescence analyzer, Micro x-ray fluorescence, and optical microscope.

Chapter 8
On-Campus General Services

8.1 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 (KFUPM-IT), the Administration Building, and the Faculty & Student Center, which includes the Faculty Dining Hall, and the Post Office. 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, as well as the King Fahad Auditorium. 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 are two classroom buildings for the Preparatory Year program, 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 is the main Faculty and Staff Housing area, including the Family Community Center and the KFUPM Square shopping mall. 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).

8.2 Administrative Services

The General Administration of Administrative Affairs offers a wide range of administrative services to faculty and other personnel. It is responsible for preparing, stamping and archiving all the University's official correspondence Other services are divided into several units as follows:

- **The Administrative Services** deals with internal and external communication for university employees and oversees the telephone and internet services of the University. It also issues smartcards, provides photocopying of official and academic papers and runs the University operator service
- **University Press** fulfills all print requests for academic and administrative departments, including (but not limited to): books, pamphlets, and posters.
- **Postal Services** receives and delivers incoming and outgoing mail, allocates University mailboxes, sends and receives official University mail and courier mail.
- **Office of the Disabled** implements programs. plans and strategies to meet the special needs of the University population.
- **Cars and Transportation Management** deals with the transport needs of the University community.
- **Car Workshop** provides maintenance and repair of all of the University's cars and busses.

8.3 Housing and Office Services

The mission of Housing and Office Services is to work to make the living environment appropriate, stimulating and healthy within the campus by increasing business and providing distinguished services that help us to increase the satisfaction of beneficiaries and strive to excel in what we do by developing our skills and improving the quality of our services.

8.3.1 Faculty and Housing Services

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 based on a formula weighing family size, area of eligibility, housing points, 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. KFUPM Faculty, staff and all the eligible dependents can make requests through the E-desk system for furniture services, key services, agricultural services, pest control services and cleaning services.

8.3.2 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 (housemaid or extended family is not included in the calculation of basic housing need). 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 and a penalty that will be charged to the occupant in the event of any unauthorized use of the premises or modified housing unit.

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 comes 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 other regulations can be obtained from the Housing Department.

8.3.3 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. Removal of obsolete scrap furniture items from offices, classrooms and labs are also undertaken by office services. 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. On campus residents and academic & others departments can request services which include furnishing, gardening and pest control services. KFUPM Faculty and staff may ask for Office Services by sending a request to the Housing and Office Services Department through the E-desk system.

8.3.4 Gardening Services

Gardening Services are the responsibility of the Housing and Office Services Department which 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. The gardening services 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. KFUPM Faculty, staff and all the eligible dependents may ask for gardening services by sending a request to the Housing & Office Service Department through the E-desk system.

8.3.5 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 services, dusting/spraying of sewerage manholes, canine, cats and other vertebrate's control, and disinfection services of garbage enclosures, etc. KFUPM Faculty, staff and all the eligible dependents may ask for pest control services by sending a request to the Housing & Office Service Department through E-desk system.

8.4 Maintenance Services

The Maintenance Department supports the KFUPM community through providing quality 24/7 services pertaining to the care, repair and maintenance of all equipment, facilities and buildings within the campus. All residents and faculty members can contact the maintenance department to request services related to problems and malfunctions in appliances, heating and air-conditioning units, electricity as well as plumbing, carpentry, masonry and painting. The department also provides support services for water supply.

The department receives maintenance requests through different channels, a dedicated **call center** (Dial **5000**), an Interactive Voice Response (**IVR**) system (Dial **4000**) or through logging in the **Edesk** platform online (https://edesk.kfupm.edu.sa). **Emergency**

incidents can be reported by calling **7000**. Facilities occupants and residents are advised to report promptly any issues requiring maintenance to avoid interruptions and/or damage to equipment and properties.

The department always welcomes feedback and suggestions to improve our services on dg-maint@kfupm.edu.sa.

8.5 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**.

8.6 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.

8.7 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.

8.8 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 General Directorate of Security operation contacts are:
    - E-mail: 4444@kfupm.edu.sa
    - Phone: 0138604444

    - WhatsApp: +966138604444
      wa.me/966138604444
- Issuing stickers for faculty and student 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 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.

8.9 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.

8.10 Public Relations and Communications

The Public Relations and Communications (PR) department oversees the KFUPM brand image and reputation by effectively curating communicated messages. The department implements the PR strategy, media production, and manages all internal and external communications at KFUPM. The department's main functions are as follows:

- **Strategy and Brand Management:** Public Relations is responsible for developing and overseeing the University's brand. The department ensures brand compliance and advises on the application of visual identity standards.
- **Visual Media Services:** The department provides various visual media services such as photography, videography and media services to document major events and create content. In addition, the department provides graphic design services to develop the university's content and promotional material such as brochures, booklets and social media posts.

- **Editorial and Translation Services:** The department provides editorial services for any official university documents or communication, in addition to translation of text from Arabic to English and vice versa.
- **Content Creation and Media Campaigns:** The department promotes KFUPM's news, initiatives and programs through curation of content and use of relevant media channels. PR provides content in the form of articles, and multimedia that are distributed through press releases and online social media campaigns.
- **Event Planning and Representation:** The department plans and oversees the university's major internal events, such as the job fair and graduation. In addition, the department oversees the university's external representation, such as promotional booths at conferences.
- **Delegation and Guest Services:** The department is responsible for receiving official university visitors and delegations and accordingly organizes all logistics in coordination with the relevant departments.
- **Alumni Relations:** The department also oversees the university's alumni relations function, this includes communicating with alums, organizing campus tours and engaging alums in relevant events

8.11 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.

8.12 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.

8.12.1 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.

8.13 Beach Facility

KFUPM beach facilities are located close to the Al Azizia locality in Khobar about 40 kilometers from the university campus. The total area of KFUPM beach is 822,000 square meters with the green area of 45,000 square meters. The beach is for the use of the entire university community. The facility has separate areas for families and singles. The facilities at the beach include shaded units with a fiber glass bench table and a brick type barbeque stand, car parking, toilet buildings, mosque, and sport facilitates (soccer ground, volleyball ground, children play equipment and skating park).

Only members of the KFUPM community can use the facility according to the stated terms and conditions for using the facility. Fines are imposed on certain violations. Reservation is required before one visits the beach and there are restrictions on how

frequently one can reserve a shaded unit. For more details about the beach regulations and for reservation please sign-in to the website tarfeeh.kfupm.edu.sa.

8.14 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 President's Cup, such as the annual race, volleyball, etc.

8.15 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.

8.16 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 on the ground floor of Building 9.
- The Saudi Arabian Airlines office offers official and private ticketing services to the University community The Saudi Arabian Airlines office is located on the ground floor of Building 9.
- The KFUPM branch of Riyad 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.
- The KFUPM campus bus service is available all day, offering free rides for both male and female students
- There are several lounges on campus. The student lounge is in Building 40 and the Faculty lounge is in Building 9. Food and beverage vending machines are also present in major academic buildings.

Appendix 1

References

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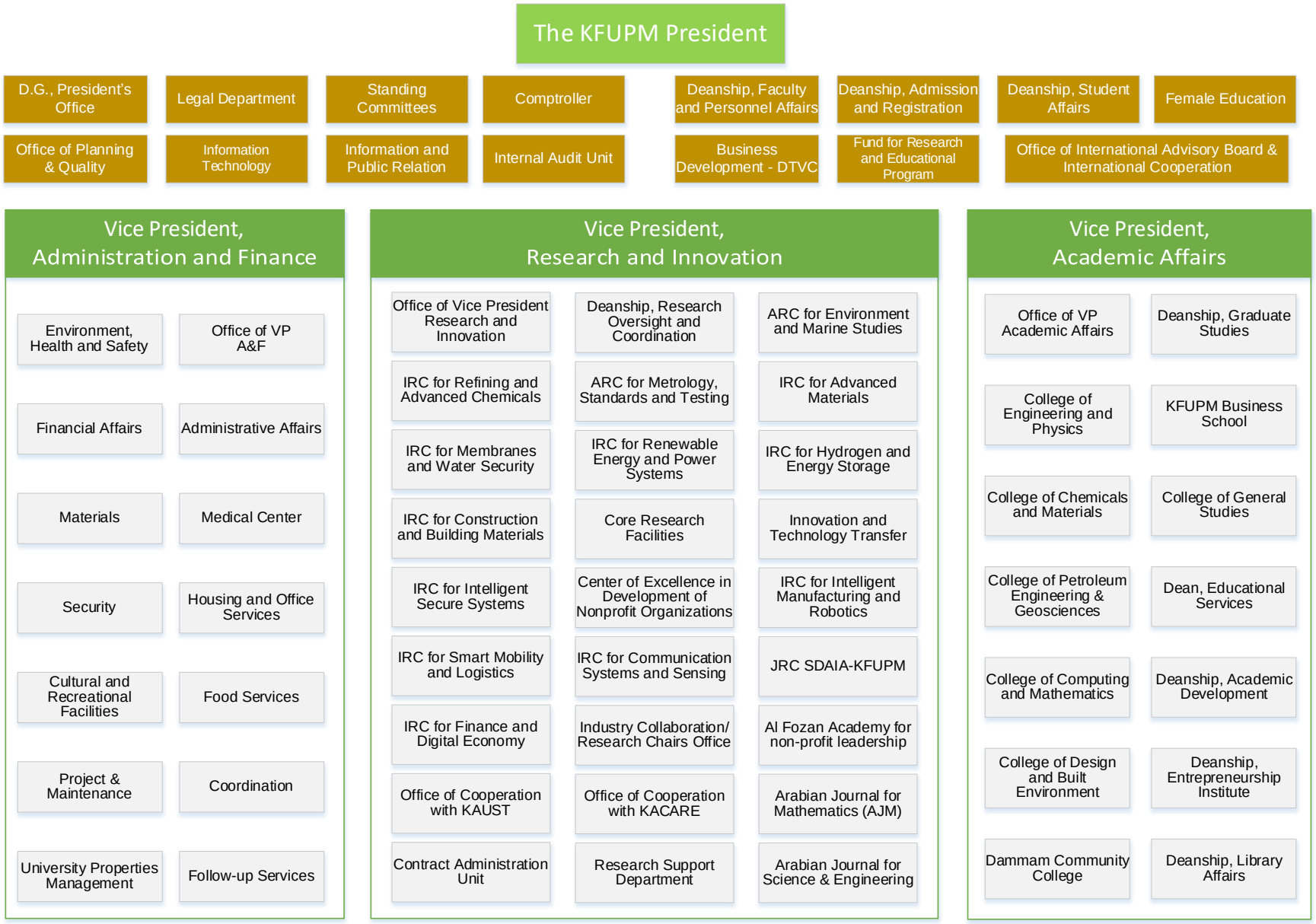
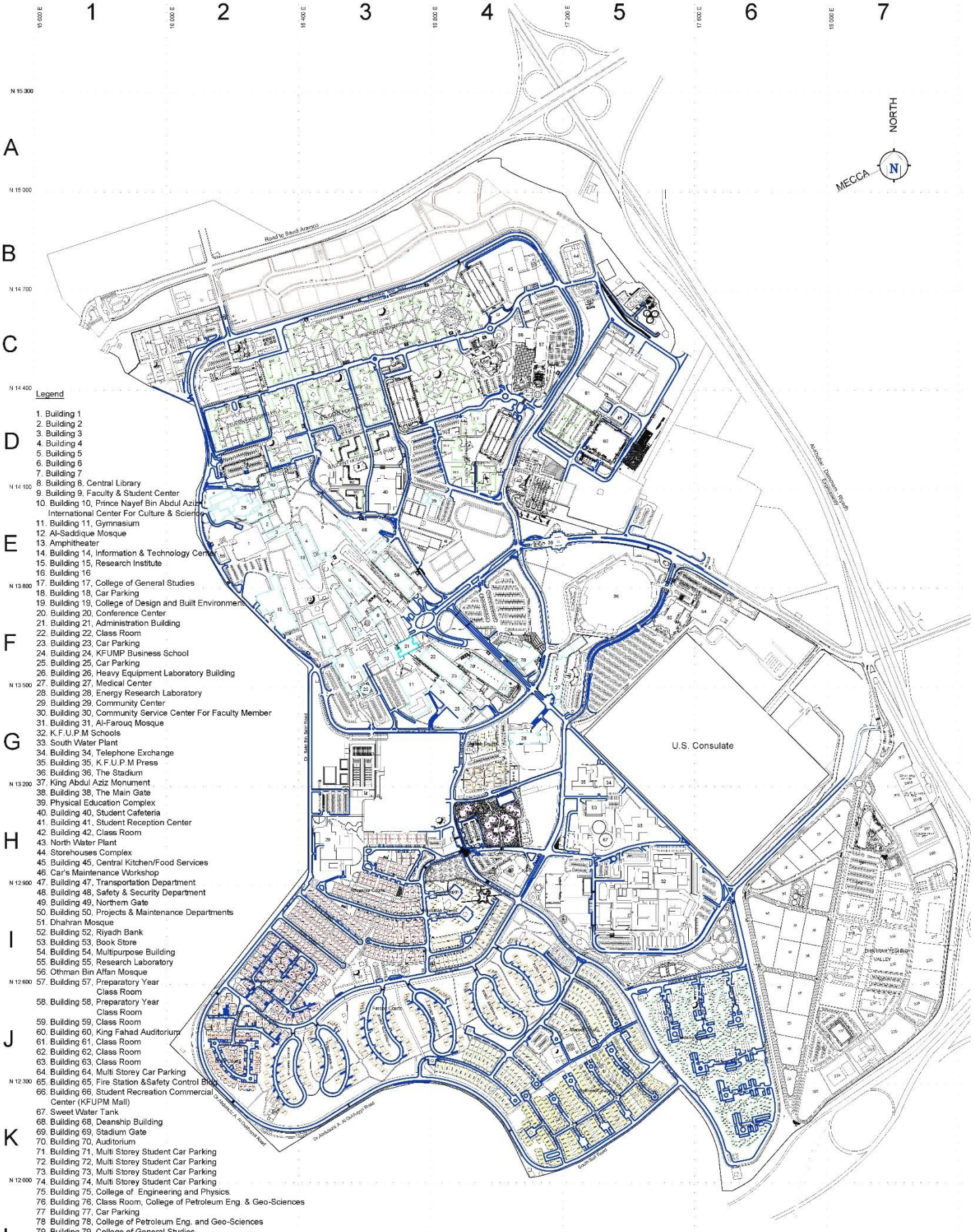
Appendix 2

Organization Chart


The KFUPM President
D.G., President's Office
Legal Department
Standing Committees
Comptroller
Deanship, Faculty and Personnel Affairs
Deanship, Admission and Registration
Deanship, Student Affairs
Female Education
Office of Planning & Quality
Information Technology
Information and Public Relation
Internal Audit Unit
Business Development - DTVC
Fund for Research and Educational Program
Office of International Advisory Board & International Cooperation
Vice President, Administration and Finance
Environment, Health and Safety
Office of VP A&F
Financial Affairs
Administrative Affairs
Materials
Medical Center
Security
Housing and Office Services
Cultural and Recreational Facilities
Food Services
Project & Maintenance
Coordination
University Properties Management
Follow-up Services
Vice President, Research and Innovation
Office of Vice President Research and Innovation
Deanship, Research Oversight and Coordination
ARC for Environment and Marine Studies
IRC for Refining and Advanced Chemicals
ARC for Metrology, Standards and Testing
IRC for Advanced Materials
IRC for Membranes and Water Security
IRC for Renewable Energy and Power Systems
IRC for Hydrogen and Energy Storage
IRC for Construction and Building Materials
Core Research Facilities
Innovation and Technology Transfer
IRC for Intelligent Secure Systems
Center of Excellence in Development of Nonprofit Organizations
IRC for Intelligent Manufacturing and Robotics
IRC for Smart Mobility and Logistics
IRC for Communication Systems and Sensing
JRC SDAIA-KFUPM
IRC for Finance and Digital Economy
Industry Collaboration/ Research Chairs Office
Al Fozan Academy for non-profit leadership
Office of Cooperation with KAUST
Office of Cooperation with KACARE
Arabian Journal for Mathematics (AJM)
Contract Administration Unit
Research Support Department
Arabian Journal for Science & Engineering
Vice President, Academic Affairs
Office of VP Academic Affairs
Deanship, Graduate Studies
College of Engineering and Physics
KFUPM Business School
College of Chemicals and Materials
College of General Studies
College of Petroleum Engineering & Geosciences
Dean, Educational Services
College of Computing and Mathematics
Deanship, Academic Development
College of Design and Built Environment
Deanship, Entrepreneurship Institute
Dammam Community College
Deanship, Library Affairs

Appendix 3

Campus Map



Legend

1. Building 1
2. Building 2
3. Building 3
4. Building 4
5. Building 5
6. Building 6
7. Building 7
8. Building 8, Central Library
9. Building 9, Faculty & Student Center
10. Building 10, Prince Nayef Bin Abdul Aziz International Center For Culture & Science
11. Building 11, Gymnasium
12. Al-Saddique Mosque
13. Amphitheater
14. Building 14, Information & Technology Center
15. Building 15, Research Institute
16. Building 16
17. Building 17, College of General Studies
18. Building 18, Car Parking
19. Building 19, College of Design and Built Environment
20. Building 20, Conference Center
21. Building 21, Administration Building
22. Building 22, Class Room
23. Building 23, Car Parking
24. Building 24, KFUMP Business School
25. Building 25, Car Parking
26. Building 26, Heavy Equipment Laboratory Building
27. Building 27, Medical Center
28. Building 28, Energy Research Laboratory
29. Building 29, Community Center
30. Building 30, Community Service Center For Faculty Member
31. Building 31, Al-Farouq Mosque
32. K.F.U.P.M Schools
33. South Water Plant
34. Building 34, Telephone Exchange
35. Building 35, K.F.U.P.M Press
36. Building 36, The Stadium
37. King Abdul Aziz Monument
38. Building 38, The Main Gate
39. Physical Education Complex
40. Building 40, Student Cafeteria
41. Building 41, Student Reception Center
42. Building 42, Class Room
43. North Water Plant
44. Storehouses Complex
45. Building 45, Central Kitchen/Food Services
46. Car's Maintenance Workshop
47. Building 47, Transportation Department
48. Building 48, Safety & Security Department
49. Building 49, Northern Gate
50. Building 50, Projects & Maintenance Departments
51. Dhahran Mosque
52. Building 52, Riyadh Bank
53. Building 53, Book Store
54. Building 54, Multipurpose Building
55. Building 55, Research Laboratory
56. Othman Bin Affan Mosque
57. Building 57, Preparatory Year Class Room
58. Building 58, Preparatory Year Class Room
59. Building 59, Class Room
60. Building 60, King Fahad Auditorium
61. Building 61, Class Room
62. Building 62, Class Room
63. Building 63, Class Room
64. Building 64, Multi Storey Car Parking
65. Building 65, Fire Station &Safety Control Bldg.
66. Building 66, Student Recreation Commercial Center (KFUPM Mall)
67. Sweet Water Tank
68. Building 68, Deanship Building
69. Building 69, Stadium Gate
70. Building 70, Auditorium
71. Building 71, Multi Storey Student Car Parking
72. Building 72, Multi Storey Student Car Parking
73. Building 73, Multi Storey Student Car Parking
74. Building 74, Multi Storey Student Car Parking
75. Building 75, College of Engineering and Physics.
76. Building 76, Class Room, College of Petroleum Eng. & Geo-Sciences
77. Building 77, Car Parking
78. Building 78, College of Petroleum Eng. and Geo-Sciences
79. Building 79, College of General Studies
80. Building 80, Large Size Class Room
81. Building 81, Parking Building
82. Building 82, WorkShop Building