

SUSTAINABLE DEVELOPMENT GOALS



16.2.4 Ensure that local stakeholders in the university – including local residents, local government, and civil society representatives (which may include groups such as refugee resettlement agencies) – have a Participatory bodies for stakeholder engagement meaningful mechanism or for participating in university decision making.

UBT's leadership goes beyond administrative responsibilities, creating a vibrant ecosystem where all stakeholders actively participate in shaping the university's future.

In addition to internal stakeholders, such as faculty, students, and staff, UBT ensures the meaningful involvement of local residents, local government, and civil society representatives in university decision-making. These external stakeholders are engaged through structured mechanisms like partnerships (see Evidence No. 2: Partnership Policy), advisory boards (see Evidence No. 2: Advisory Board Policy), and community engagement initiatives (see Evidence No. 3: Community Engagement Policy). Collaborative projects with external community groups provide valuable platforms for local stakeholders to contribute ideas and influence UBT's strategies related to social development and community welfare.

The university has established College and Program Advisory Boards to guide decisions on strategic planning, curriculum development, and program improvement. These boards consist of both internal members—faculty, students, and administrators—and external members, including industry professionals, alumni, and community leaders. This diverse composition ensures that UBT's academic programs remain aligned with industry trends and societal needs.

UBT has implemented clear policies defining the roles and responsibilities of its committees and advisory boards, guaranteeing meaningful engagement of internal and external stakeholders. These policies outline structured participation in strategic planning, academic development, and community outreach initiatives. For instance, events like the University's Strategy Retreat bring together faculty, staff, and external

stakeholders to collaborate on long-term strategic planning, fostering a collective effort to achieve UBT's goals (see Evidence No. 4: UBT Strategic Planning Retreat).

Additionally, UBT gathers regular feedback from stakeholders through Surveys and Feedback Reports, which provide insights into stakeholder satisfaction and areas for improvement. The UBT Stakeholder Surveys Report highlights feedback from students, faculty, alumni, employers, and staff, offering a comprehensive assessment of the university's performance and recommendations for growth (see Evidence No. 5 UBT Stakeholder Surveys Report).

UBT's governance practices ensure that all stakeholders—faculty, students, staff, and local communities—have meaningful opportunities to contribute to decision-making processes. By leveraging advisory boards, well-defined governance policies, continuous feedback mechanisms, and strategic engagement initiatives, UBT integrates diverse perspectives into its operations. This collaborative and transparent approach not only enhances academic and operational effectiveness but also ensures that UBT's decisions align with the aspirations and needs of its community. UBT's commitment to ethical, accountable, and inclusive governance plays a vital role in advancing its mission and fostering sustainable growth.

Advisory Board Policy

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1. Purpose

This policy provides a framework governing the establishment and operation of UBT's College level advisory boards as well as program level advisory boards. This policy also provides an overview of the role of such boards and the mechanisms through which they effectively operate to ensure they contribute effectively to the strategic development of the College, departments and programs.

2. Scope

This policy applies to all colleges and programs forming advisory boards; it excludes the university level international advisory board; which is governed by a separate policy and terms of reference.

3. Definitions & Acronyms

3.1 Definitions

Term	Definition
Advisory Board	Advisory Board is a group of professional individuals, alumni and members of the community that have expertise in the programmatic and curricular aspects of a program, including job market and demand relative to the academic programs and who are willing to provide guidance and support to one of UBT's colleges, departments and/ or programs.

3.2 Acronyms

Term	Definition
VPAA	Vice President for Academic Affairs
HOD	Head of Department

4. Responsibilities

The Deans and Vice Deans of the Colleges and Heads of Departments are responsible to

propose names of the advisory board members to the Vice President for Academic Affairs (VPAA) after consultation with their faculty members through the department and college councils (Members must be approved by Department Council and College Council). Accordingly, the Dean issued a decree for the formation of the Advisory Board. The Dean of the College along with the Vice Deans and Heads of Departments are responsible for the implementation of this policy and ensuring that the advisory board remains active, and their functioning aligned with this policy.

5. Policy Statement

- In light of the importance of professional and community partnership and the role external advisory boards play in establishing in-demand programs and preparing qualified human capitals capable of competing in the job market, this policy establishes the basis for the formation of College Advisory Boards, including their composition, membership, and terms of reference.
- The primary purpose of the College Advisory Board is to help shape strategic directions of the College and to propose means to strengthen partnership between the College and the community. Program Advisory Boards on the other hand are primarily concerned with supporting individual programs in terms of making recommendations on issues pertinent to the curriculum development, assessment, teaching and learning, instructional equipment and facilities. Their primary function is to assist in ensuring that students, when completing their programs at UBT are meeting the current needs of business and industry.
- Advisory boards have the potential to contribute to the currency and quality of the academic program, facilitate the placement of interns and graduates, support with identifying sources of funding and enhance the overall reputation of the colleges and programs of UBT.

5.1. Advisory Board Roles and Responsibilities

5.1.1. College Level Advisory Board

The College Level Advisory Board shall assume the following roles and responsibilities:

- a) Provide advice to the college on strategic priorities, directions, and emerging trends for education, research, and community outreach.
- b) Support continuous improvement efforts by providing guidance and input on the programs, curriculum, student and alumni skills to meet human capital needs nationally and regional etc. Be involved with curriculum design for new programs and provide guidance in curriculum validity and review for existing programs.
- c) Support the college and its offerings in positioning and establishing and maintaining ties with the community and industry.
- d) Suggest various strategies that might be employed to contribute to the achievement of the College mission and strategic goals.
- e) Offer guidance on potential future academic programs and research priorities.
- f) Help in establishing links with internships/training or employment providers for students, graduates and alumni.
- g) Assist with identifying and obtaining resources and/or funding opportunities to support the college initiatives (academic, research related, consultancy, etc.) in alignment with UBT's policies and procedures.
- h) Provide feedback to the College on the status of alumni in the job market.
- i) Assist the college in assessing the need and demand for new departments/ programs as these factors relate to the needs of business, industry, the community, and students.

The board may also assume other specific responsibilities such as those concerned with offering advice and assistance on marketing and attracting new students to different programs of study, and were deemed appropriate, they may serve as guest lecturers in certain courses.

5.1.2. Program Level Advisory Board

The Program Level Advisory Board shall assume the following roles and responsibilities:

- Review and recommend updates in program curriculum, highlight emerging trends, etc.
- Contribute to program assessment, reviews, accreditations or re-accreditations and curriculum improvement initiatives.
- Provide internship opportunities or other on-the-job training opportunities and work-based learning experiences.

- offer input on how to improve the overall student learning experience at UBT.
- Provide advice on facilities, equipment, technology, software, and other learning resources pertinent to the program.
- Disseminate program related information to workplace, professional associations, and the other members of the communities.

5.2. Membership

5.2.1. College Level Advisory Board

- The College Level Advisory Board is composed of professional leaders and distinguished academicians, as well as representatives of renowned alumni and community leaders.
- The Board shall comprise with expertise based on the different departments and programs housed under the college, Quality and Development Representative & Research Representative. In addition to the Dean of the College, the Vice Dean and Heads of Departments act as ex officio.
- Advisory Board members are nominated by the College Dean, after seeking suggestions from various heads of departments and faculty members. Nominated Advisory Board Members' resumes should be provided and approved by the college Council. The Dean of the college proposes the names of potential Advisory Board candidates to the VPAA, who recommends the names to the President for endorsement and official formation.
- Advisory board members serve a two-year term, renewable for a similar period.

5.2.2. Program Level Advisory Board

- The Program Level Advisory Board will be composed of professional leaders, student's representatives and alumni. The Board shall comprise at least five members; in addition to the Heads of Department who will serve the Chair and two selected faculty members one from each campus (male and female as applicable). The five members involve two active students, one alumni and two industry/ business representatives.
- Advisory Board members are nominated by the Head of Department, after seeking suggestions from faculty members. Nominated Advisory Board Members' CVs should be provided and approved in Department Council the HOD of the program proposes the names of potential Advisory Board candidates to the Dean & Vice Dean after approval will send them

to the VPAA and Rector for final endorsement and official formation.

- Advisory board members serve a two-year term, renewable for a similar period.

5.3 Meetings and Operating Procedures

- The Advisory Board (both college and program level) shall meet at least twice during the academic year. Once per academic semester. Meetings are to be held on UBT campus, unless the Chair of the Board elects to meet virtually or elsewhere. Additional meetings may be held as deemed appropriate with a minimum of three weeks' notice and with at least half the members and the chair or vice chair in attendance (in the case of the College level advisory board).
- The committee's recommendations are issued by a two-thirds majority of the votes of the members present, and if the number of votes is equal, the side in which the president's vote is cast shall prevail.
- The recommendations are considered proposals so that they are presented in their final form to the College Council/ Department council, to study these recommendations and take the appropriate decisions & follow-up implementation.
- Officers of the College Advisory Board shall consist of the Dean as a chairperson and Head of Department, Vice-Chairperson and a Secretary appointed by the College to support administrative tasks such as minutes taking, meeting agenda preparation and regular update and communication with the members.
- Officers of the Program Advisory Board shall consist of the Head of Department as a Chair and one of the faculty should act as the secretary of the board.
- The advisory board may form working groups or ad-hoc committees to support its operations and address specific issues.
- New Advisory Board members will be provided with the Terms of Reference and an orientation led by the Board Chair upon their appointment.

6. Related Documents

This includes the following: (in hierarchical order), legislation, policies, other procedures and standards, guidelines, forms and other useful resources.

Document No.	Document Name	Document Type	Location
	UBT Governance Manual (2021)- Advisory board terms of references	Manual	

7. Version Control & Revision History

Version control	Date released	Approved by	Summary of changes
1/4/8	17/9/2024	University Council	

8. Approvals

University Council	Chair Name	Signature	Date
1/4/8	Dr. Weam Tunsi		17/9/2024

Community Engagement Policy

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1. Purpose

The purpose of the Community Engagement Policy is to provide principles and a governance framework for integrated community engagement at UBT that is aligned to the strategic priorities of the University, its core values and facilitate meaningful impact on the business and society.

2. Scope and Application

This policy applies to all colleges, departments (including support servicedepartments), units, staff and students involved in all forms of community engagement and development (curricular, research and extra-curricular) with the external community across all campuses of UBT.

3. Definitions & Acronyms

3.1 Definitions

Term	Definition
Community	Refers to specific, collective interest groups that participate, or could potentially participate, in the University's community engagement activities.
Community Engagement	The planned, purposeful application of resources and expertise in teaching, learning and research in the university's interaction with the external community to achieve mutually beneficial outcomes in ways that are consistent with the university's vision and mission.
Volunteerism	Voluntary-based community engagement without evaluation for curricular purposes or monetary compensation, which engages students and staff in organized activities with community partners. The primary goal of volunteerism activities is to promote relationship building, critical self-awareness and engaged citizenship and learning through participating in shared projects

Service-learning	This is a credit-bearing form of community engagement. In service-learning, community engagement activities are integrated within academic course work, accompanied by reflections on the relationship between the service activity and the course learning outcomes, content or discipline, and carry some form of formal recognition such as course credit or research credit.
Engaged Research	Engaged research encompasses a range of research approaches with a shared core principle of collaborative engagement / participation with communities aiming to understand and improve development and sustainable challenges.

3.2 Acronyms

Term	Definition
CCS	<ul style="list-style-type: none"> Center of Community Services
CE	<ul style="list-style-type: none"> Community Engagement
VPAA	<ul style="list-style-type: none"> Vice President of Academic Affairs
SRC	<ul style="list-style-type: none"> Student Representative Council

4. Key Responsibilities

- The Office of the Vice Rector for Academic Affairs is responsible for overseeing and monitoring the implementation of this policy and accompanying procedures.
- Center of Community Services – CCS in collaboration with the colleges, research Deanship, Marketing Department, students' services are responsible for promoting community engagement as one of the primary activities of the university and ensuring that community-based programs are planned and executed and measured for their impact in line with the requirements as set forth in this policy. While reporting to the VPAA, the CCS works closely with the members of the community engagement committee to develop, implement and monitor the CE programs and initiatives.

5. Policy Statement

5.1 General

- UBT recognizes that engagement with external communities, including industry, business, government, the professions, and local community members, plays a key role in strengthening the relevance and value (in terms of quality and impact) of its faculty members' research, learning and teaching activities.
- In pursuing engagement UBT values:
 - (i) Collaboration across colleges, centers, and departments and with communities
 - (ii) Leadership through the involvement of all levels of management and staff in capability building for integrating engagement into the university's vision, goals and strategic plans and the work of colleges, centers and departments.
 - (iii) Strong and enduring relationships and partnerships with communities based on mutual respect and mutually beneficial and long-term outcomes for the university and the community.
 - (iv) Openness and transparency in communicating with internal and external stakeholders.
 - (v) Achievement in the scholarship of engagement.

5.2 Community engagement requirements for effective implementation

5.2.1 Engaged teaching and learning and research practices.

- The university, through CCS, will maintain a coordinated and strategic volunteerism program for staff and students.
- Students, staff, and communities will be supported in establishing and maintaining community engagement initiatives for service, learning and engaged research. The roles and responsibilities of support to be provided are outlined in Section 5.3 of this policy.
- Students, staff, and communities will be supported in the process of critical reflection throughout community engagement activities to enhance their reflexivity, the development of critical citizenship, and the development of mutually beneficial partnerships.

5.2.2 Mutually beneficial exchange of knowledge partnership

- Staff and students are expected to follow the best practice and UBT code of ethics in engaging communities in order to ensure mutually beneficial and respectful partnerships

are established and maintained in community activities.

- Where possible, formal partnerships between the university and community partners should be established to ensure expectations and risks are managed.
- University engagement activities should have clearly articulated outcomes and measurable impact on the community and the university.

5.2.3 Wise planning and allocation of resources

- UBT aims where appropriate to make better use of available resources and expertise for activities which further developmental and sustainable goals for the community.
- University engagement activities should be registered and documented as part of UBT's institutional database for community engagement. The registration of projects allows for inter-college collaboration and prevents unnecessary duplication.
- It is the duty of colleges, centers, and departments to work with the CE Committee to plan and allocate sufficient funds for community engagement projects which have a clear teaching/learning aspect on a continuing basis. The committee is responsible for the administration of limited University Funds to assist in the establishment of new service-learning or engaged community-based research programs.
- To ensure their active engagement with the community, students will be required to complete a minimum of 100-hours part of the degree graduation requirement. Each college, working closely with the CCS, is required to plan a number of community-based programs and activities and accordingly monitor students' involvement to meet a set of objectives and outcomes.

5.2.4 Promoting community engagement and social responsibility

- UBT will continue to encourage and acknowledge community engagement initiatives across colleges, centers, support departments, and student groupings (including residences, halls, societies, and sports clubs).
- Promote initiatives that recognize excellence in community engagement among staff and students such as awards for programs and activities involving volunteerism, service learning and research.

5.3 Roles and responsibilities

5.3.1 Deanship for Community engagement

Reports to the VPAA and plays a key role in leading UBT's culture of community engagement and social responsibility by

- Chairing the Community Engagement Committee and leads in the implementation of the CE plans and programs to promote UBT value and brand reputation.
- Establishing mutual relationship with faculty members and staff

- Facilitating information gathering and analysis of community needs and real issues.
- Developing UBT's plan with measurable outcomes for community engagement, social responsibility, and volunteerism.
- Leading the annual operational planning and budgeting for community engagement programs and activities in coordination relevant parties in the university.
- Sharing UBT's vision and values with local and international stakeholders
- Organizing and supervise awareness campaign on UBT's community engagement and social responsibility.
- Monitoring the impact of community engagement and social responsibility programs and activities on the community, student learning and the university.

5.3.2 Community Engagement committee

The **committee** is chaired by the CCS and has the following responsibilities:

- Review and monitor CCS projects and initiatives.
- Review proposals to establish relationships with industry, higher education institutions and non-governmental and professional organizations.
- Evaluate faculty and student performance and contributions to community engagement projects and activities.

5.3.3 Student Services Department

- Ensure community engagement activities and training are included in the student orientation program.
- Support community engagement in the Student Representative Council, Societies, Sports Clubs and Residence system.
- Create opportunities for CE Committee to organize training on community engagement to student and staff representatives in the SRC, Societies, Sports Clubs, and residence (dormitory) services.
- Ensure support community engagement representatives through the SRC, Societies, Sports Clubs, and residence (dormitory) services.
- Ensure community engagement representatives that are elected to serve on the SRC and in Residences have previous volunteer experience at the university.
- Support international students to actively participate in community engagement opportunities available to them at the university.
- Oversee reporting by SRC and other members of the student community and staff on CE projects and initiatives.

5.3.4 Colleges, centers, and service support departments

- Actively promote and create opportunities for staff and student involvement in all forms of community engagement activities (service learning, engaged research and volunteerism).
- To involve students in the department in community engagement activities that enhance their discipline-specific learning, their socialresponsiveness, and their sense of social and civic responsibility.
- To involve students in the department in community engagement activities which bring the research and application of discipline-specific knowledge with meaningful impact on community development.
- As required, seek funds from the CCS or through other means for community engagement projects which have clear teachingand learning outcomes and impact within the discipline on a continuingbasis.
- Monitor, document, and report community engagement projects to the CE Committee for audit and continuous improvement purposes.

6. Related Documents

This includes the following: (in hierarchical order), legislation, policies, other procedures and standards, guidelines, forms and other useful resources.

Document No.	Document Name	Document Type	Location
	UBT Governance Handbook 2021	Handbook	

7. Version Control & Revision History

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1/4/8	17/9/2024	University Council	

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1/4/8	Dr. Weam Tunsi		17/9/2024

Partnership Policy

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1. Purpose

UBT as part of its strategic priorities engages with a wide range of organizations and other Higher Education institutions (external entities) within and outside KSA to help achieve its mission. This policy:

- (1) Identifies principles which will guide the evaluation and approval of proposals to establish partnerships within UBT
- (2) Sets out the framework, and roles & responsibilities for the establishment, management, evaluation and governance of the various types of partnerships entered into by the University.
- (3) Ensures institutional oversight of all non-commercial partnerships.

2. Scope

This policy applies to all local, regional and international partnerships established with external entities at UBT whether supporting an academic or administrative function of the university (in accordance with section 6.1 of this policy).

It applies solely to partnerships of the University that are formalized through an agreement and executed in accordance with the University's governance framework and delegation of authority matrix.

This policy does not apply to:

- a) Agreements signed for commercial activities that do not involve the undertaking of academic or research activities.
- b) Agreements signed for service arrangements where the University contracts a third party to provide services or products (i.e., use of student recruitment agents, campus services such as cleaning, maintenance, security, IT infrastructure etc.)

3. Definitions & Acronyms

3.1 Definitions

Term	Definition
Partnership	within the context of this policy refers to any formal cooperative arrangement through which UBT and an external entity work jointly toward realization of a common goal or set of goals. This often implies a commitment of resources by both parties involved.
Agreement	refers to any formal instrument or document entered into by the University with another party which sets out the respective rights and responsibilities of each party (including financial obligations and deliverables) in respect of a partnership.
External Entity	Within the context of this policy refers to another higher education institution, government entity, organization, or agency whether private or public operating outside of UBT.
Memorandum of Understanding (MoU)	A signed official document recording the details of a partnership agreement between the university and an external entity, one that is not intended to create obligations among the signatories. An MOU establishes a general framework for the partnership between or among the signatories and establishes general goals for the partnership.
Initiator	Refers to any post holder (or unit) at UBT entitled as per his/ her job description and in accordance with the university governance framework to initiate partnerships to support their work and activities.
Strategic Partnership Center	Is the organizational unit reporting to the University Rector deemed as the primary owner of all types of partnerships at UBT.

3.2 Acronyms

Term	Definition
UC	University Council
MoU	Memorandum of Understanding

4. Responsibilities

The Director of the Strategic Partnership Center/ Director of International Relations is responsible for contract/ agreement management requirements and activities in accordance with all regulatory, legislative and good practice guidelines and the University's related policies and procedures. He/ She is also tasked with overseeing the implementation of the various partnerships and reporting back to the University Rector on the status and implementation of different partnerships.

The Strategic Business Council is responsible for planning (in coordination with initiators) and evaluating various proposals prior to presenting them to the University Rector for final approval. The council is also responsible for the overall evaluation of all partnerships and for suggesting improvements into the process through which strategic partnerships are planned, implemented, and evaluated.

The initiator of a given partnership is responsible for identifying potential partners, determining the strategic alignment between university and partner, establish initial contact, negotiate terms of the agreement and prepare the proposal. He/ she should ensure that the policy principles and terms of reference within the scope of this document are taken into account and assess potential risks that may be associated with such a partnership.

5. Policy Principles

UBT realizes the value of partnerships with external entities in order to realize its mission statement and strategic priorities and position itself nationally, regionally and

internationally. In negotiating and establishing partnerships, UBT should be guided by the following key principles:

- alignment of the partnership and proposed outcomes of the partnership with the strategic direction and values of UBT
- compliance with relevant local and institutional legislative and regulatory requirements including NCAAA requirements in the case of academic partnerships.
- safeguarding the reputation of the university and its quality standards; this includes but is not limited to maintaining the quality and academic standards of programs designed or delivered through a partnership.
- overall enhancement of the University's reputation and brand
- sustainability of the partnership and consideration of any potential risks

6. Policy Statement

Initiators embarking on a collaborative arrangement should not underestimate the time commitment required to develop a successful partnership. The most successful collaborations are those where ongoing dialogue takes place with the proposed partner(s) to develop a common understanding on the role of each party, how the partnership will be implemented, what resources and other commitments are required, what possible challenges or implementation issues may be faced and how to tackle them and how will the implementation of the partnership be monitored and assessed regularly by both parties.

6.1 Type of Partnerships

a) **Academic Partnerships** - refers to an arrangement where the University participates in academic cooperation. Academic Cooperation includes but is not limited to:

- joint program development
- program validation/ benchmarking partnership
- joint, twin or dual award arrangements
- translational delivery of specific courses
- student faculty and staff mobility including exchange programs
- credit transfer
- establishment of regional study centers

- Knowledge transfer activities
- Academic teaching program (exchanging faculty members between universities)
- Technology transfer program
- other hosting arrangements such as those that facilitate visiting staff or students, partner use of facilities (i.e., libraries, sport facilities, specialized laboratories, etc.)

The highlighted partnership programs are suggested to be included.

b) **Research Partnerships**- refers to any formal engagement with another entity (i.e. research center, university, etc.) within KSA or overseas where the sole purpose is to facilitate research engagement. A partnership involving research includes but is not limited to:

- Scientific research collaboration.
- Scientific research fellowship program.
- Students visiting program.
- Research student enrolment.
- Research funding.
- Research collaboration/ projects.
- Hosting of visiting researchers
- Research training, knowledge and expertise sharing.
- Data sharing.
- Facilities and equipment sharing.

c) **Local or Regional Community Partnerships** - refers to a formal arrangement that the University establishes with local or regional organizations that are not within the HE sectors. The aims of such partnerships may be to support national or regional developments through contributions to cultural, economic, sporting and related activities and build higher education aspiration and awareness. This may also include partnerships with charity organizations that are formed as part of UBT Community Engagement Strategy.

d) **Industry Partnerships** - refers to formal arrangements with industry partners that the University holds to facilitate activities such as work placement,

research training, consultation, professional accreditation, etc. Industry Partners include but is not limited to:

- **Educational partners** – industry partners with whom the University has formal arrangements for academic activities including professional course accreditation, workplacements, etc. These include professional bodies that accredit the University's courses and employer groups who host the University's students on work placements;and
 - **Research partners** - industry partners with whom the University has formal arrangements for research activities including research training, collaborative funding, joint research initiatives and projects, sponsorship, etc.
- e) **Government Partnerships**- refers to formal arrangements with government bodies in KSA. These could cover a range of activities including but not limited to training, community activities, research, etc.

Each partnership agreement will vary depending on the nature and scope of the agreement, the roles & responsibilities and location of the partner. Such contractual agreements are developed by the office, The Director of the Strategic Partnership Center in collaboration with the legal department and in coordination with the partner institution once formally approved.

Memorandum of Understanding

Often, particularly with overseas institutions, a MoU can help to develop a relationship further.

Such agreements do not commit the University to specific activities and are not legally binding but are a useful tool to show commitment to the further development of the relationship with a partner organization. In such cases the same process and approval levels are to be followed with the exception to the need to identify resources, which may occur at a later stage when an agreement is signed.

6.2 Initiating, Negotiating and Formalizing Partnerships

- a) Any member of the senior management (academic or administrative), faculty or staff member may propose the establishment of a partnership with an external entity in accordance with the principles listed in section (5) of this policy. These are usually referred to as “partnership initiators”.
- b) The initiator when proposing a new partnership with an external entity must demonstrate the value of the proposed partnership, the expected outcomes

- of the partnership, the resources implications to realize the proposed partnership and the appropriateness of allocating such resources to the proposed partnership.
- c) A proposal should be prepared and approved by the line manager before being presented to one or more of the following governance bodies of UBT for consideration:
- Deans' Committee for academic related partnerships; in the instance where the partnership is concerned with postgraduate program it must first be discussed at the Graduate Studies Council before being presented to the Deans' committee.
 - Scientific Council for purely research related partnerships.
 - Administrative Committee for non-academic related partnerships
- d) The proposal for partnership must use the appropriate **New Partnership Proposal Form**. The initiator and various councils/ committees must exercise due diligence in assessing the strategic, financial, operational, legal and reputational risks associated with the proposed partnership.
- e) Once the Committee/ Council has endorsed the proposal for the establishment of the new partnership, the proposal will be sent for approval to the Strategic Business Council who will send its recommendation to the University Council for the final approval.
- f) The Strategic Business Councils must assess the proposed partnership to ensure the safeguarding UBT's reputation and the quality of its programs and hence must consider the following:
- Verifying the profile and reputation of the external entity
 - ensuring adequate resourcing of the proposed partnership
 - testing the feasibility and viability of the goals and objectives of the proposed partnership
 - ensuring that the planned activities and intended outcomes of the proposed partnership are consistent with the goals of the UBT Strategic Plan.
 - Ensuring clarity on the roles and responsibilities of each party including aspects related to intellectual property, copyrights and ownership as applicable.
 - Identifying any potential risk associated with the proposed partnership.

- g) Upon approval of the proposed partnership by the Rector in his capacity as the Chair of the University Council, the office of the Strategic Partnership Center in collaboration with the legal department will develop the draft agreement to be shared with the external entity for further input; revisions may occur until a final version mutually agreed upon is reached. The agreement will then be signed by the authorized signatory person at UBT based on the type of partnership. The signed agreement is added to UBT partnership register and copies of signed agreement are maintained at the Strategic Partnership Center and the Deanship/ Department responsible for the agreement.
- h) If an agreement was prepared by the external entity, it must be revised and approved by both the university Strategic Partnership Center and the legal department prior to being signed.
- i) The Public Relation and Communication Unit under the Rector Office is informed of the formation of the partnership for announcement and media coverage (as applicable)

6.3 Regular Evaluation of Partnership

The Director of the Strategic Partnership Center will provide an annual report to the Rector and University Council on all activities undertaken as part of established partnerships in the previous year. The report will include:

- a. information on activities carried out as part of the partnership (i.e. visits, exchanges, new programs established or existing one revises, new research projects, etc.)
- b. evidence of the continued strategic value of the partnership to the University
- c. partnership outcomes for the year in review
- d. financial performance (as applicable)
- e. any issues or challenges faced during the year of implementation.
- f. issues raised by the partners in relation to the University.

6.4 Renewal or Termination of Partnerships

6.4.1 Renewal

The renewal of a partnership is initiated by the Strategic Partnership Center Director and will normally take place every three or five years depending on the agreement clauses.

A review can take place earlier if specified in the agreement or if serious issues have been identified with the partnership. The renewal of the agreement for the partnership is an integral part of the re-approval event.

The following criteria in order to make a judgement on whether to recommend renewal of the partnership:

- Whether the rationale for the collaboration remains valid.
- Whether the partnership remains aligned with the UBT's strategy and mission.
- Whether the partnership retains appropriate academic, financial and legal status.
- Whether the partnership (when of academic nature) has met and will continue to meet the appropriate academic standards and offer the appropriate learning, teaching and student experience.
- Whether the partnership has operated in line with the terms outlined in the legal Agreement.

6.4.2 Termination

Termination of a partnership arrangement must be carried out in a manner that ensures the University's interests are protected, including the interests of students and must be based on a clear rationale which is communicate transparently to the partner institution.

Strategic Partnership Center Director will determine the process and accountabilities in relation to the termination of partnership arrangements, taking into account any requirements of the relevant Partnership Agreement and consultation with the university legal department and the dean/ director concerned with the partnership.

When making decisions on the termination of a partnership, the University will consider:

- teach out responsibilities to students (in case of academic partnerships);
- legal, financial and reputational implications.

- other areas of the University involved in the partnership; and
- compliance with relevant regulatory and legislative requirements.

6.5 University's Register of Partnerships

The office of Strategic Partnership is responsible for the maintenance of the University's Register of Educational Partnerships. Partnerships which are not renewed or terminated must be labelled in accordance to their status in the register.

7. Related Documents

This includes the following: (in hierarchical order), legislation, policies, other procedures and standards, guidelines, forms and other useful resources.

Document No.	Document Name	Document Type	Location

8. Version Control & Revision History

Version control	Date released	Approved by	Summary of changes
1/4/8	17/9/2024	University council	

9. Approvals

University Council	Chair Name	Signature	Date
1/4/8	Dr. Weam Tunsi		17/9/2024